

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Thursday August 13 1987

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Peking toughens up
family planning
policy, Page 12

Argentina	Scd.22	Indonesia	Rp3,100	Peru	Scd.100
Belgium	Drh.650	Iraq	Rs3,50	S. Arabia	Scd.100
Bulgaria	BF48	Italy	L1,600	Singapore	\$34,10
Croatia	CS1,00	Japan	Y600	Spain	Pe125
Cyprus	Dr.100	Jordan	Pe100	S. Africa	Scd.100
Czechoslovakia	Prs.100	Korea	Prs.500	Sweden	Pe125
Egypt	EGP.25	Liberia	-\$1,000	Switzerland	SwF.20
Finland	Frs.7,00	Lithuania	LTV.8	Taiwan	NT\$25
France	FF16,50	Malta	Rp125	Thailand	Prs.25
Germany	DM1,20	Morocco	Prs.500	Tunisia	Prs.100
Greece	Dr.7,00	Norway	NOK.40	USSR	Prs.100
Hong Kong	HK\$32	Poland	Prs.100	U.S.A.	DM.50
India	Rs15	Portugal	Prs.100	UAE	DM.50
Indonesia	Rp7,00	Russia	Prs.100	Yugoslavia	Prs.100

World News

Business Summary

Reagan call for renewal of trust

President Reagan was expected to call for a renewal of trust between the Administration and Congress in a speech prepared for delivery to the American people early today in the wake of the Iran-contra scandal. "No president should ever be protected from the truth," an aide said, read a release by the White House quoted him as saying.

Meanwhile, Nicaragua's left-wing Sandinista Government started to implement the provisions of last week's Central American peace plan. Page 12

France warns Libya over Chad fighting

France warned Libya that Paris was still ready to intervene in Chad despite its refusal to back Chadian government troops in their drive to retake a disputed border zone.

Meanwhile, Libya's air force started bombing raids against the disputed town of Aouzou and three civilian centres in northern Chad, the Chadian embassy in Paris said.

Bermuda hurricane

Arlene, first storm of the 1987 Atlantic hurricane season, was reported to be heading towards Bermuda and expected to hit the island with full force today.

Europe 'lags in skills'

Too few European workers possess the skills to cope with computers, paperless offices and other aspects of new technology which are transforming work, the International Labour Organisation said.

Spy book broadcasts

Denmark's national radio is to broadcast extracts of the book "Spiesucher" which the British Government has tried to ban. British listeners will be able to receive the broadcasts.

Chernobyl cleanup

The UN has imposed a ban on the movement and slaughter of sheep because of continued high levels of radiation caused by the explosion at the Chernobyl nuclear reactor 15 months ago. Page 12

Portuguese ministers

Portuguese Prime Minister António Cavaco Silva named the 15 ministers in his new Government, including a change of foreign minister and the creation of two new cabinet posts.

Nato exercise

About 180 warships from 10 Nato nations will converge in the North Atlantic on August 31 for one of the alliance's biggest naval exercises of the year.

Freedom flight

A Prague truck driver fled to the West by piloting a motor-assisted hang glider across the border between Austria and Czechoslovakia.

Children 'safe'

Half the world's children were now immunised against the six main childhood diseases - diphtheria, tetanus, whooping cough, tetanus, poliomyelitis and measles, the World Health Organisation said.

New Caledonia alert

France said it was sending more police and paramilitary forces to its South Pacific territory of New Caledonia as a precaution against violence in next month's referendum on independence.

AIDS warning

Two Turkish doctors, writing in a Moslem fundamentalist monthly, said AIDS was a divine warning and should be dealt with by propagating the Islamic lifestyle.

Wine withdrawn

The owner of Chateau Phelan-Segur, a top Bordeaux vineyard, withdrew more than 1m bottles of red wine worth FFr 40m (Rs.3m) from the market because the 1983 vintage had a bad taste. Page 14

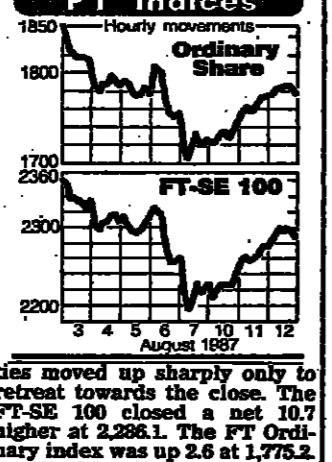
GenCorp loses RKO radio and TV licences

GENCORP, Ohio-based conglomerate which is radically slimming down its operations, faces a steep new obstacle to disposing of its RKO General broadcasting business after the decision by an administrative law judge to strip the company of its radio and television licences. Page 12

WEST GERMAN participation in the multinational effort to build a European fighter for the 1990s (the EFA) has run into stiff and unexpected opposition from the leader of the Bonn Parliament's powerful budget committee. Page 2

LONDON: The UK securities market maintained its confidence despite caution over forthcoming statistics on domestic wage levels and retail prices. After a slow start, equi-

FT Indices



ties moved up sharply only to retreat towards the close. The FT-SE 100 closed a net 10.7 higher at 2,236.1. The FT Ordinary index was up 2.6 at 1,775.2. Details, Page 34

TOKYO: Buying enthusiasm continued unabated, driving prices higher for the sixth consecutive session. Trading was a very heavy 1.14bn shares. The Nikkei average gained 27.26 to 25,580.23. Page 34

WALL STREET: The Dow Jones industrial average closed down 11.6 to 2,650.2. Page 34

DOLLAR closed in New York at DM1,8900, Y151,125, FF16,3070, SF1,5790. It fell in London to DM1,8200 (DM1,8075); to FF16,3125 (SF16,3275); to Y151,1700 (Y151,7065); and to SF1,5790 (SF1,5765). On Bank of America figures the dollar's value fell 0.25% in August. Page 22

STERLING closed in New York at \$1.5790. It rose in London to \$5,800 (SF5,700); to DM2,900 (DM2,850); to FF1,9750 (SF1,9350); to SF2,4750 (SF2,4850); to Y2280 (Y238,25). The pound's exchange rate index closed 72.5, up 0.3. Page 22

INTERNATIONAL Thomson Organisation, Toronto-based publishing, travel services and energy group, posted a sizeable downturn in net earnings for the six months ended June 30, despite higher revenues. Page 12

PARIS: Recently-privatised French investment banking group, has completed its FF4.6bn (Rs158m) rights issue with a take-up rate of 65 per cent among existing shareholders and heavy oversubscription overseas. Page 17

COPENHAGEN: Danskebank reported operating earnings down from Dkr5,86m to Dkr5,72m in the first half, but maintained its earlier forecast that earnings for the year would improve. Page 17

MESMER OF Dome Mines, one of Canada's oil mining companies, with Placer-Dome, Vancouver-based international mining group, and Campbell Red Lake Mines, a smaller Canadian gold producer, is to go ahead. Page 13

DEUTSCHE BP, Hamburg-based subsidiary of British Petroleum, expects 1987 profits to be further sharply reduced after a gain last year which was heavily influenced by a switch away from non-oil activities. Page 17

NOVO, Danish pharmaceuticals and enzymes producer, said its first-half earnings continue to suffer under pressure from currency movements and increased marketing expenses. Page 14

ONE of Europe's most ambitious cross-border projects could finally be about to happen after the Swedish and Danish Governments agreed yesterday to begin negotiations later this year on the construction of a SKr9.3bn (Sl45bn) road and rail link between the two countries.

With the DKr13-14bn Great Belt bridge and tunnel scheme now under way, the Oresund connection is the final missing link in the transport infrastructure planned for decades to join Scandinavia to continental Europe.

A joint report issued yesterday by working groups appointed by the two governments calls for the construction of a combined road and rail bridge between the southern Swedish city of Malmö and Copenhagen, the Danish capital.

The Swedish Transport Ministry said optimistically that the bridge could come into operation in 1995. The total planning and construction period would take seven to nine years.

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EUROPEAN NEWS

Eurofighter cost sparks opposition in Bonn

BY PETER BRUCE IN BONN

WEST GERMAN participation in the multinational effort to build a European fighter aircraft (EFA) for the 1990s has run into stiff and unexpected opposition from the leader of the Bonn Parliament's powerful budget committee.

Mr Rudi Walther said yesterday that the DM 19.1bn (US\$6.45bn) currently planned as West Germany's contribution to the EFA project was "unacceptable."

He urged the Defence Ministry to look for alternatives to the aircraft, which West Germany is to build with Britain, Italy and Spain, and to the PAH 2 anti-tank helicopter which Bonn is trying to build with the French. A modern fighter for the '90s was necessary, Mr Walther conceded, but an aircraft like the US F-18 could be built under licence for far less money.

Mr Walther, a member of the opposition Social Democratic Party (SPD), attacked the Defence Ministry for making "exaggerated" demands on taxpayers and said ministry spending plans were based on figures that were

simply made up in order to fit the weapons it wanted.

"I am convinced they have enough money," he said, and "as far as the defence budget is concerned (the figures are)

also risen from 7 per cent to 14 per cent. It was impossible to say how much the aircraft would have cost by the time they come into service in 1997, he said.

Both the budget and defence committees in the Bundestag were given new spending schedules by the ministry at the end of June and are to meet next month. The ministry will be presenting at least the release of the first DM 1.37bn.

Mr Walther was also very critical of the troubled Franco-German effort to build a family of helicopters based on the PAH 2. Development costs on the West German side had risen from DM 900m in 1982 to DM 1.2bn last year. He blamed the rise on an expensive new version system the French were trying to introduce to the project although similar equipment already existed in the US.

Although Mr Walther appears to have signalled a stand against the fighter, he was just as critical and pulled out of the project last year, making the project much more expensive for the remaining EFA partners. Government officials hope they will be able to outmanoeuvre him by appealing to the conservative majority on his committee.

Le Matin staves off bankruptcy

By George Graham in Paris

LE MATIN, France's leading left-wing daily newspaper, has won its battle to escape from bankruptcy.

The Paris commercial court yesterday confirmed the handing over of Le Matin, which filed for bankruptcy three months ago, to a group led by ten of the newspaper's senior journalists.

The "Group of Ten" had managed to raise FF 10m (US\$1m) in new capital, collecting contributions from readers and employees as well as bringing in outside investors.

The newspaper's plight has sparked an unexpected wave of sympathy in France. Besides the loyal readers who sent in cheques totalling FF 2m, and will have 20 per cent of the capital of the new publishing company, other newspapers have sent messages of support and have seconded staff to help out.

Leading the band was Mr Jean-François Kahn, editor of the weekly magazine L'Évenement due Jeudi, who turned the issue into a campaign for press pluralism. His magazine has taken an 8 per cent stake in Le Matin, while he himself will chair the readers' association.

In adversity, Le Matin has thus rediscovered the spirit in which it was launched 10 years ago, when it sought individual shareholders to set up a new left-of-centre paper.

Ironically, the downturn in sales began when the Socialist party came to power in 1981, and the newspaper came to be seen as too much of a government mouthpiece.

But it has also won support from some unexpected quarters. Mr Jacques Chirac, Prime Minister since March last year and a firm member of the predominantly Socialist line, intervened personally in June to ensure early payment of FF 2.2m of public subsidies which should have been paid this month.

Advertisers have also been supportive, chipping in with advance payments and increasing the allocation of their budgets to the newspaper.

Le Matin's difficulties are not yet over. The workforce has been cut from 150 to 90, but the FF 10m capital raised is seen as only a start. The newspaper will try to raise another FF 5m from employees and FF 10m more from the stock market in September or October.

The search for an editor-in-chief goes on, meanwhile. Le Matin still needs to restore its circulation, which had tumbled from a peak of 178,000 copies a day in 1981 to little more than half that number.

OECD foresees drop in steel production

BY GEORGE GRAHAM IN PARIS

STAGNANT CONSUMPTION will lead to a further drop in steel production this year, the Organisation for Economic Co-operation and Development has warned in its latest steel market report. World raw steel output this year will fall by 0.3 per cent to 712.2m tonnes, after a 0.7 per cent drop in 1986, says the Paris-based organisation.

The fall in production will be sharpest in the Western industrial countries which form the OECD's membership. Steel consumption in the area dropped 3 per cent last year and is expected to decline a further 3 per cent in 1987, the report says.

OECD raw steel output fell 6.6 per cent last year and will drop again by 3.6 per cent in 1987 to 330.4m tonnes, as a result of the poor economic outlook for the major steel-using industries and of the long-term reduction of the intensity with which steel is used in sectors such as construction or car manufacture.

The decline will be sharpest in the US, Canada and Japan, while some western European countries are expected to show an increase in steel output, says the OECD.

Steel production capacity has been reduced sharply, but the position still looks precarious, the report says. After cuts of 15m tonnes of annual production capacity in 1986 and a further 18m tonnes expected to be cut this year, OECD steelworks are still producing only 66 per cent of their potential, compared with 83.5 per cent in 1984.

Between 1974 and 1986 the OECD steel industry cut a total of 847,000 jobs, slimming its workforce to 57 per cent of its previous size. Last year alone, 56,000 steel jobs were cut. The heaviest reductions in 1986 came in France, which shed 11 per cent of its steel workforce. Between 1974 and 1986 France cut 54 per cent of its steel industry jobs, compared with 22.5 per cent for Britain, an average of 48 per cent for the 10 member European Community, 58 per cent for the US and 71 per cent for the UK.

Leading the band was Mr Jens Bernhardt, a border guard who escaped to West Berlin in full uniform on July 28, said standing orders to fire at escapees were suspended for about 25 days in the past three months. West Berlin officials said they were aware that East Germany had also done this in the past. They speculated that East Berlin would probably again suspend the orders to shoot in the weeks before Mr Honecker's arrival in Bonn on September 7 for a five-day visit to West Germany.

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AMERICAN NEWS

Argentine strikes raise tension over reforms

By Tim Coon in Buenos Aires
A WAVE of strikes has hit the Argentine public sector, disrupting rail, air and hospital services, paralysing the universities and threatening gas supplies.

The strikes — over pay — come amid debate over reforms to repressive labour laws, mostly passed during military rule from 1976 to 1983.

The strikes have further angered industrialists who have mounted a concerted campaign to prevent the labour reforms. Government fearing a rupture in the cabinet if the reforms fail, is caught in the crossfire between trade union and industrial leaders.

The legislative package will retain control of welfare funds to the unions and give greater powers and protection to union representatives in the workplace.

Approval of the package is seen as crucial for the maintenance of an alliance of a group of important unions known as "the group of 15," with the Government, and which control the Labour Ministry following the appointment of Mr Carlos Alderete from their ranks, to head the ministry last April.

If, under pressure from the industrialists, the package is postponed or substantially modified, advisers close to Mr Alderete say that he may feel obliged to resign and seek a reunification of the trade union movement against the Government's economic policies.

A further complication is over the timing of a return to free collective bargaining to replace government wage controls. Mr Alderete and the General Confederation of Workers agreed that this would occur during August, but resistance from the economy ministry has further irritated the unions.

The recent announcement of last month's inflation figure of 10.1 per cent has further alarmed union leaders and hardened their position.

A major concern now is whether the strikes will spread to the private sector. The key metal workers' union, generally considered as the "group of 15" for agreements on wages throughout the economy is claiming a 20 per cent rise for falls in real wages over the past six months, and further adjustments according to the inflation rate in the coming months.

Brazil may take action to curb money supply

By Ivo DAWNAY in SAO PAULO

THE BRAZILIAN Government is expected to take emergency action today to squeeze the money supply amid fears that excessive liquidity in the economy threatens to boost demand at a time when the freeze on prices is about to end.

Measures due to be considered by the National Monetary Council include raising the 35 per cent "compulsory loan" that commercial banks must deposit with the Central Bank.

According to private banking circles, the authorities need to remove some Cruzados 90bn (\$2bn) from circulation over the coming few months to cool down the economy.

Interest rates that have moved from record highs to record lows in

a matter of weeks are also expected to be lifted.

Analysts have attributed the rapid rise in the money supply to measures taken by the Government to refinance sectors of the economy, crippled by heavy debt servicing burdens.

These included special financing valued at some C\$6bn to lower interest rates for small- and medium-sized companies, farmers, and state and municipal governments.

In particular, Brasilia is determined not to repeat the error of last January when the so-called Cruzado plan price freeze was lifted at a time when demand and consumer liquidity was excessively high.

Many state governments in Brazil have wages bills which exceed their monthly receipts.

Verity's open-market approach

By Lionel BARBER in WASHINGTON

MR. C. WILLIAM VERITY, President Ronald Reagan's choice as the Commerce Secretary, is a leading industrialist with a strong internationalist streak to his character.

He made his name in the US steel industry, not always a breeding ground for internationally-minded corporate executives. As former chairman and president of Armaco, the fifth largest private steel concern in the US, Mr Verity, a native of Ohio, stands out as something of a maverick.

In style and temperament, Mr Verity resembles the man he has been chosen to replace, Mr Malcolm Baldwin, the quietly spoken former chief executive of a New England brass manufacturing company who served as Commerce Secretary from the day President Reagan took office in 1981.

It was Mr Baldwin's death in a freak rodeo accident two weeks ago which caused the job to fall vacant with 17 months left of the Reagan presidency.

Mr Verity leapfrogged several strong contenders — including Mr Bruce Smart, the Under-Secretary for International Trade — because he was very much the President's own choice. It is said that his name was not included among the

newly submitted to Mr Reagan last week.

But Mr Reagan, remembering Mr Verity as an effective leader of a 1981 Presidential task force cutting red-tape on business, replied: "I have a name which I'd like to put on the list."

If the President feels comfortable with Mr Verity, it is equally important the movers and shakers in the US Congress think the same way. Few problems are expected with his con-

firmation process in the US Senate. The larger question lies in the sweeping Trade Bill moving into the Senate before going to the White House for the President's approval.

Mr Verity is an open markets man who abhors protectionism.

This attitude was graphically illustrated during his stint as chairman of the US-USSR Trade and Economic Council from 1979 to 1984. He sought to expand trade ties with the Soviet Union and to dissuade successive administrations from penalising US companies via trade sanctions on Communist countries, such as Poland.

He once said that US companies were "losing at least \$10bn a year in sales to the Soviet Union because of government restrictions."

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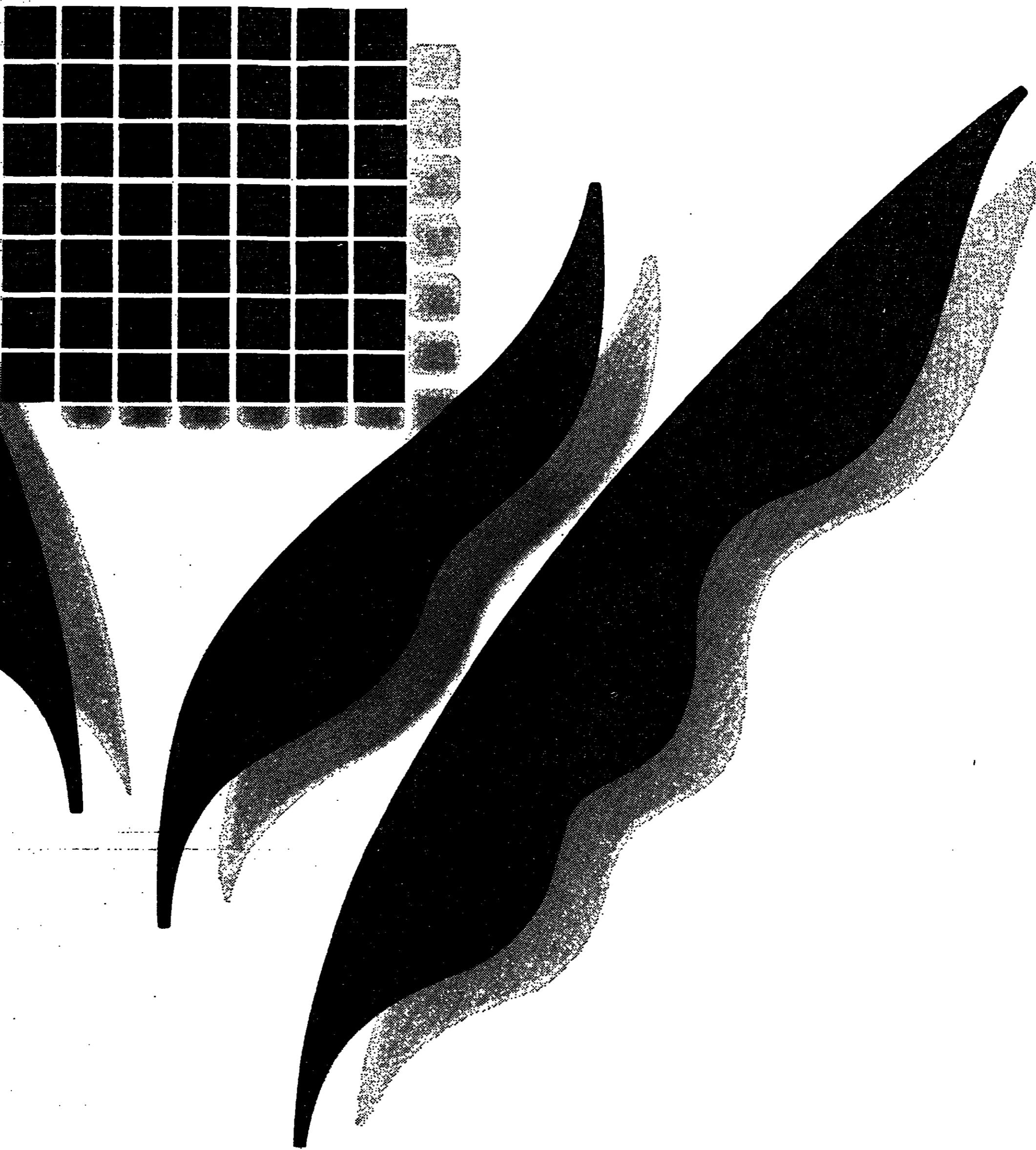
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Ideas bring growth to finance.

The birth of Ferruzzi Agricola Finanziaria.

In October 1985 Gruppo Ferruzzi set out its plans to create one of the biggest agro-industrial groups in the world, to extend its activities into new sectors and to expand into new continents. In less than two years Gruppo Ferruzzi has become the largest agro-industrial group in Europe and the third largest in the world. Furthermore it is the second private-sector industrial conglomerate in Italy with an aggregate turnover of over 18 billion dollars. The Group's idea to use agricultural products for industrial and energy uses, and its related programme for environmental protection is a focal point of international debate. The driving force behind this extraordinary expansion has been Agricola Finanziaria, the Group's holding company. Its success on the financial market has allowed it to make large-scale investments such as the acquisition of CPC Europe, leader in the starch sector, the acquisition of a controlling interest in Montedison and Béghin-Say, and the restructuring of the sugar sector which makes the Group Europe's leading sugar producer. The market capitalization of the Agricola Finanziaria group amounts to about 20 billion dollars.

And now it is time for it to grow even more. Agricola Finanziaria is increasingly identified with Gruppo Ferruzzi and so Ferruzzi Agricola Finanziaria has been born.

All the activities of the Group will converge in the new holding company so that in due course Ferruzzi Agricola Finanziaria and Gruppo Ferruzzi will form a single entity. Its theatre of operations is increasingly worldwide.

Ferruzzi Agricola Finanziaria will span five continents.

Its widely diversified activities follow a single vertical structure from agriculture to services, from trading to agro-industry, from chemicals to the advanced services sector and finally to numerous industrial and financial shareholdings. Ferruzzi Agricola Finanziaria will be quoted on all the main European Stock Exchanges including London and Paris. This will lead to a broad national and international shareholder base in line with the Group's importance. The cycle is in constant movement: two years ago ideas brought growth to finance. Today

Finance is bringing growth to ideas.



**Ferruzzi
Agricola Finanziaria**

BANK OF ENGLAND REPORTS

Profit margins highest since 1970s

BY RALPH ATKINS

FALLING OIL and commodity prices and large productivity gains in 1986 helped non-North Sea oil companies push profit margins to the highest level since the early 1970s.

However, the Bank of England, in an article published ahead of today's quarterly bulletin, gives a warning that investment expenditure remains subdued and sits uneasily with stronger output growth.

It says both profits and output should continue to grow this year, and that capacity utilisation likely to rise further there may be scope for even wider margins in the future.

The article calculates that by the end of 1986, productivity in the manufacturing sector was 6 per cent higher than the year before and 30 per cent higher than the previous cyclical peak in 1979.

"Coming as it did after five years of sustained output growth and a levelling-off of productivity during 1985, this suggests that the painful structural adjustments that occurred within the manufacturing sector following the cyclical downturn of 1979-80 may now be leading to a higher sustainable rate of productivity growth," says the Bank.

	1986	1981	1982	1983	1984	1985	1986
Unit labour	14.5	5.9	3.1	0.1	2.0	2.7	2.6
Input costs	3.0	3.2	2.6	2.4	2.8	0.6	-2.9
Profit margins	-3.4	0.5	2.9	3.0	1.3	2.3	4.8
Output prices	14.1	9.6	7.7	5.5	6.1	5.6	4.5

This, together with buoyant demand and a weakening of cost pressures, as the cost of many internationally-traded raw material fell, helped push up profits growth without excessive jumps in manufacturing output prices.

In 1986 manufacturers' margins rose for the sixth consecutive year and have since widened to an extent not experienced in previous cycles.

In the past few years, the share of profits of all industrial and commercial companies in gross domestic product has gone beyond the peaks seen in previous cycles but in 1986 the impressive performance of manufacturing companies was not sufficient to offset a halving in the North Sea sector and total company margins fell about 4 per cent.

The article says capital investment by companies increased by 8 per cent in value terms in 1986, but was little changed in volume terms. It says this weak-

ness may be explained partly by the phasing out of capital allowances announced in the 1984 budget which led to a bunching of capital spending in 1985.

It argues that although some capital utilisation rates may be at levels similar to 1973 prior to the current picture is more complicated.

"What is clear, however, is that employed factor utilisation has been rising," it says.

The Bank reports that 1986 saw a high level of takeover activity with more than 400 acquisitions in each of the third and fourth quarters, the two highest quarterly totals since 1973.

This takeover activity was helped by the fact that since 1981 there has been a prolonged period of financial surpluses among industrial and consumer companies. Liquid assets rose £11.5bn in 1986.

The Bank also reports a marked increase in the use of capital issues. This is due to

tax changes cutting the relative cost of equity, a buoyant stock market and a desire to turn away from bank borrowing to more marketable forms of debt.

Dividend payments also continued to grow strongly. The total amount paid out by industrial and commercial companies, excluding the recently privatised British Telecom, was £21.6bn in 1986 compared with £5.9bn in 1984.

The Bank says this surge is partly a delayed response to rising profits but the recent growth in the proportion of income paid out suggests it may be due more to companies' desire to signal likely future improvements in performance in order to encourage investor confidence in the capital market.

New bank lending to companies rose by more than £5bn in 1986 but as a proportion of the stock of industrial and commercial company liabilities, it fell to less than 15 per cent — similar to its level in mid-1970s.

Industrial and commercial companies were also more active in the euromarkets in 1986, with the fall in long-term interest rates in the second quarter producing a flurry of new issues.

The article emphasises the difficulties of assessing the amount of capacity available. Nevertheless, the Bank warns that the use of existing capital and labour resources is rising — although capital expenditure looks set to rise in 1987.

In 1986 the gross trading profits of companies not involved in North Sea operations and not of British Coal and the National Union of Mineworkers had taken the first steps towards resolving their bitter dispute over the corporation's revised disciplinary code.

Both Sir Robert Haslam, British Coal's chairman, and Mr Arthur Scargill, the NUM's president, appeared in conciliatory mood after lengthy talks in London.

Sir Robert said most of the union's concerns could be allayed by redrafting and modifying the code. Mr Scargill said the union would seek more talks with the corporation even if miners voted heavily in support of industrial action over the code in a ballot which ends on August 21. But he warned that failure to agree a fair procedure would lead to continuing anarchy in the industry.

However, one centrist member of the union's national executive committee, which attended the meeting, said it was unlikely the union would take industrial action in the light of the progress which had been made towards resolving the dispute.

The dispute over the code, which was introduced in March, sparked a week-long dispute in the Yorkshire coalfield last month. In the past two months the dispute has overshadowed discussions about plans to introduce flexible working patterns.

Manufacturing margins are now wider than any experienced in recent cycles, but in other sectors, such as retailing, the behaviour of margins was less extreme.

Industry profits growth to continue

BY RALPH ATKINS

STRONG PROFITS growth in British manufacturing companies is set to continue, but a subdued trend in investment "sis uneasily" with rising capacity usage and strong output growth, the Bank of England says today.

Falling oil and commodity prices in 1986 helped the profit margins on non-North Sea oil companies to their highest level since the early 1970s.

It says both profits and output should continue to grow this year, and that capacity utilisation likely to rise further there may be scope for even wider margins in the future.

The article calculates that by the end of 1986, productivity in the manufacturing sector was 6 per cent higher than the year before and 30 per cent higher than the previous cyclical peak in 1979.

"Coming as it did after five years of sustained output growth and a levelling-off of productivity during 1985, this suggests that the painful structural adjustments that occurred within the manufacturing sector following the cyclical downturn of 1979-80 may now be leading to a higher sustainable rate of productivity growth," says the Bank.

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It says both profits and output should continue to grow this year, and that capacity utilisation likely to rise further there may be scope for even wider margins in the future.

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UK NEWS

NatWest offers insurance against base-rate rises

BY HUGO DIXON

NATIONAL Westminster Bank yesterday launched an insurance product which allows corporate customers to put a ceiling on the interest rate they pay on overdrafts and other loans linked to base rates.

It is claimed this is the first time a British bank has offered such a facility. NatWest said it fitted its philosophy of being more flexible and innovative in devising products for the corporate sector.

The product is designed to allow customers to limit their interest payments in the event of a rise in base rates but still benefit from any falls. It is aimed at middle-market corporate customers with turnovers of up to £100m which are too small to arrange their own interest rate caps by going direct to wholesale financial markets.

In return for a quarterly premium, calculated according

NATIONAL Westminster, the largest mortgage lender among the clearing banks, is raising its mortgage rate from 10.5 per cent to 11.25 per cent immediately for new borrowers and on September 1 for existing borrowers.

This follows last week's 1 percentage point rise in base rates. Of the leading mortgage lenders, only Abbey National is lending at less than 11 per cent.

to the size of the loan, current volatility of interest rates and the level at which base rates are to be capped, NatWest will sell customers a base rate cap contract. If base rates then exceed the level at which they have been capped, NatWest will pay back to the customer the excess at the end of each

quarterly period.

For example, given the present base rate of 10 per cent, customers who want protection against further base rate increases for a year on loans of £250,000 would pay quarterly premiums of £505.70 to cap the base rate at 10 per cent, £278.76 to cap it at 11 per cent and £228.92 to cap it at 12 per cent.

The pricing structure means that the base rate would have to average 11.5 per cent or more for the year for it to be worthwhile to cap it at 11 per cent.

NatWest's base rate cap contract will be packaged so that even companies which are not customers can buy it. The customer would normally be linked to a particular overdraft facility but this would not be essential.

Contracts are available in multiples of £250,000 up to £1m, and can be bought for a period of one or two years.

CBI welcomes poll tax move

BY RALPH ATKINS

THE GOVERNMENT'S decision not to give local authorities power to raise extra finance from business to top up income from community charges was given a qualified welcome by the Confederation of British Industry yesterday.

This follows the publication of a document announcing that the Government had dropped the idea of allowing authorities to levy an additional charge on companies equivalent to 5 per cent of the planned uniform business rate.

The scheme, proposed in a 1986 green paper on reform of the local government finance system, would have retained a link between industry and local government.

However, in a consultative document on the new system published last month, the Government said the sum raised

in most areas would have been small but in authorities with many business properties it would have been so large as to distort the link between council spending and community charges.

Uniform business rates, which will be phased in England and Wales alongside community charges over a four-year period from 1990, will be fixed centrally.

Last month the CBI withdrew its support for the Government's plans on uniform business rates after ministers refused to accept that the total paid to local government by business should be cut by 25 per cent.

However, it said yesterday that, although it supported the idea of local councils having some flexibility, it was desirable that the average rate paid by business be kept to a minimum.

Mr John Banham, CBI

director-general, said: "At present, businesses are cross-subsidising local residents to the level of some £3bn a year. The CBI believes that what is needed is to eliminate the cross-subsidisation by business while retaining effective local accountancy for locally based business."

However, the Government's decision is a blow to several authorities. Mr David Weeks, deputy leader of Westminster Council, London, which could have raised an extra £30m a year, said it would have serious implications for inner-city authorities which provide services for commerce and tourism.

"It is going to be increasingly difficult to maintain spending for business, commerce and tourism at the expense of residents. I am sure that it is in the interests of commerce and industry that councils have a direct stake in the business rate," he said.

BAe site to be redeveloped

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

A £250m redevelopment scheme for the Weybridge, Surrey, factory and airfield of British Aerospace is to be undertaken by a joint company to be formed by BAe and Trafalgar Brookmount.

The latter, which in turn is jointly owned by Trafalgar House, with 50 per cent, and the remainder by Brookmount, already owns about 260 acres of the site, on the far side of the airfield from the factory. Trafalgar Brookmount bought the land in 1985 and an industrial estate is now established there.

BAe announced in July last year that it was closing the factory as a manufacturing centre and redeploying or

making redundant about 2,750 workers.

At that time it said the factory had become outdated and would cost too much to re-equip, while the airfield had been discussed for some time.

Under the plans now announced BAe will sell the 80 acres it still owns to the joint company. Trafalgar Brookmount's 260 acres will also be transferred to the joint company to "realise the full potential of their combined land holdings."

The redevelopment to be undertaken on the total site of about 340 acres will include business, residential, retail and warehousing facilities, with a

completed value of about £250m.

BAe uses Weybridge as its military aircraft division headquarters and as supporting unit for staff not based at headquarters in the Strand, London. It will take about 150,000 sq ft of office in the development.

The Weybridge site is one of the most famous in British aviation, incorporating not only the Brooklands motor racing track but also the former Brooklands flying ground used by many pioneer aviators as far back as before the First World War.

The recently opened Brooklands Aviation Museum is located there, and will be retained within the proposed new developments.

Joint airline reservation system named

BY MICHAEL DONNE

THE JOINT computer reservation system being set up by British Airways, KLM of the Netherlands, United of the US and Swissair will be called Galileo.

The announcement in London yesterday followed a meeting of the four founders, which have been joined by British Caledonian, Austrian Airlines and Alitalia of Italy.

The group is to spend \$120m (£75m) developing software to link their systems into a single

marketing tool for travel agents. It will cover flight and hotel bookings, car hire and other facilities.

Galileo will compete with Amadeus, a similar network being developed at a cost of \$300m by Air France, Iberia of Spain, Lufthansa of West Germany, and Scandinavian Airlines System in Europe and the Texas Air conglomerate of the US, which includes Continental Airlines and Eastern Airlines.

• British Airways, which last

week announced first quarter pre-tax profits of £20m, said yesterday that July revenue passenger-kilometre figures showed a 21 per cent increase over last year. Passenger numbers rose by 17 per cent and cargo tonne-kilometres flown rose by 14 per cent.

The overall load factor of the airline—the percentage of available payload actually sold—rose 9.5 points to 73.7 per cent.

Commons running costs 'likely to rise'

BY JOHN HUNT

THE COST of running the Commons is likely to rise from last year's £21.5m to £24.5m this year, according to the body responsible for its administration.

Last year a supplementary estimate of £270,000 was needed to cover a Civil Service pay settlement of more than 5 per cent, unforeseen payments for

retirement allowances, increased telephone and postal charges and higher payments for late-night staff transport.

A report published yesterday indicates that the House of Commons Commission is worried about the extra cost of late-night transport, which it says does not appear to have been

caused by more late sittings. Heads of department have been asked for a detailed analysis of the reasons for the increase and told to review the night transport service.

This year's estimate includes provision for an extra 4 per cent to cover the pay and price movements during the year and £1.8m for computer services.

Commonwealth young 'need basic training'

BY ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

A YOUTH entitlement guaranteeing basic education and training rights for young people throughout the Commonwealth is proposed in a report published yesterday.

The proposal comes from an examination of youth unemployment set up by Commonwealth heads of government meeting in Nassau in 1985. Commonwealth employment ministers have already considered the report and endorsed its general approach, including the youth entitlement.

The scheme would be designed to ensure that all young people are given adequate preparation for working life. Education, career guidance, work experience, training and access to qualifications would be included.

The report recognises that achieving its aim will take time in poorer countries, some of

which may not yet be able to provide even universal primary education, but it says all governments should aspire to the programme and begin introducing it in stages.

Meeting the terms of the programme would require political will over a lengthy period. The report says: "For this reason we stress the need for government efforts to be supported by those of employers and trade unions on a tripartite basis."

Definitions and levels of youth unemployment vary but the report says it is incontrovertible that in both developing and developed countries young people are highly exposed to unemployment.

Young people are two or three times more likely than adults to be unemployed, say the authors.

A survey of 14 Commonwealth countries showed that

young people average more than half the total number of recorded unemployed.

Unemployment impairs the transition from childhood to adulthood and "unemployed young people are more likely than employed young people to be physically and mentally ill to attempt suicide, to become involved in criminal activity, drug use and abuse," says the report.

It warns that the severity of recent youth unemployment problems "pales to insignificance beside those which could be faced in the future."

The youth population in developed countries is expected to fall by 6 per cent by the end of the century. Developing nations, by contrast, face an escalating problem because their youth population is projected to rise by 125m, or 16 per cent, by

2000.

The projected rise in Africa was 60 per cent and the increase in towns might be more dramatic because of continuing migration from rural areas.

The group producing the report was chaired by Mr Peter Kirby, deputy director-general of the Government of Victoria Labour Department. Other members included Dr V. P. Dierjomosh, head of the Jobs and Skills Programme for Africa; Dr Azizur Rahman Khan, senior economist at the World Bank and Sir Richard O'Brien, former chairman of Britain's Manpower Services Commission and chairman of the group which produced the Church of England's Faith in the City report on urban priority areas.

Jobs For Young People, Commonwealth Secretariat Publications, Marlborough House, London SW1Y 5HX, £5.00.

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MANAGEMENT: Marketing and Advertising

All change for the UK shoe retailing image

BY ALICE RAWSTHORN

IN THE 1960s when Britain's High Streets have become engulfed in post-modern pastels and marketing jargon, one sector has stood aloof from the "retail revolution": shoe shops.

The reason for this is simple. Footwear is a notoriously difficult area of retailing. Consumer demand waxes and wanes with the weather. Stock control is complex in a business which accommodates so many different sizes and styles. Worse still there are too many shoe shops on the High Street. Thus there have been relatively few new entrants to the sector and little pressure for progress from the established businesses.

Yet, in the last year or so, all that has changed. The traditional giants of footwear retailing—the British Shoe Corporation and C. and J. Clark—have strengthened their hold on the market. But new forces have emerged in the shape of the multiples. Marks and Spencer and Storehouse. Moreover, the business which has shaken up so many areas of retailing in the 1980s, has now surfaced in the shoe sector.

The growth of the multiples has already catalysed a flurry of acquisition activity among the smaller groups. George Oliver gobbled up the troubled Timson chain earlier this year. Albone bought the bulk of the Focus shops from Ward White, which has beaten a retreat from footwear retailing in the UK, while Clark purchased the rump.

But the traditional retailers are now retaliating with new marketing strategies. Shoe shops throughout the country are being treated to an unprecedented flow of new store design and merchandise and new advertising campaigns.

The most ambitious changes are taking place within BSC, which has towered over the shoe market ever since Sir Charles Clore, architect of its parent company Sears, indulged in a spending spree among the independent footwear businesses of Britain in the 1960s and 1970s.

When BSC was assembled, its structure reflected the fashion of the day for centralised business which made the most of the economies of scale yielded by a huge operations. In the 1980s and 1970s BSC used these economies with ruthless efficiency. But in the 1980s its

market place has changed.

The days of "pile it high and sell it cheap" retailing are over. Moreover, BSC's traditional tactic of deploying economies of scale to depress the average price of footwear is no longer sufficient to deter competition, when newcomers can identify value-added niches in which price is not barrier.

The BSC response, co-ordinated by Christopher Marsland, who became managing director six months ago, is to restructure the company to enable it to fill these niches and to become more flexible in its response to changes within the marketplace.

Under its old structure the BSC management team has been organised according to function. The buyers, whether working for Doleis, Saxon or Trueform, report to the same director. Similarly, all central facilities are co-ordinated throughout the group. The distribution network services a volume business like Curteess in the same way as the smaller Roland Cartier. Even the store design team works throughout the group. An architect will design a Doleis unit, a Saxon, and so on.

The result, according to Marsland, is that customers cannot tell one BSC unit from another. When they arrive at the check-out, they do not know which name to write on the cheque," he says. The task of BSC is to direct individual parts of the business towards clearly defined market sectors.

Defined sector

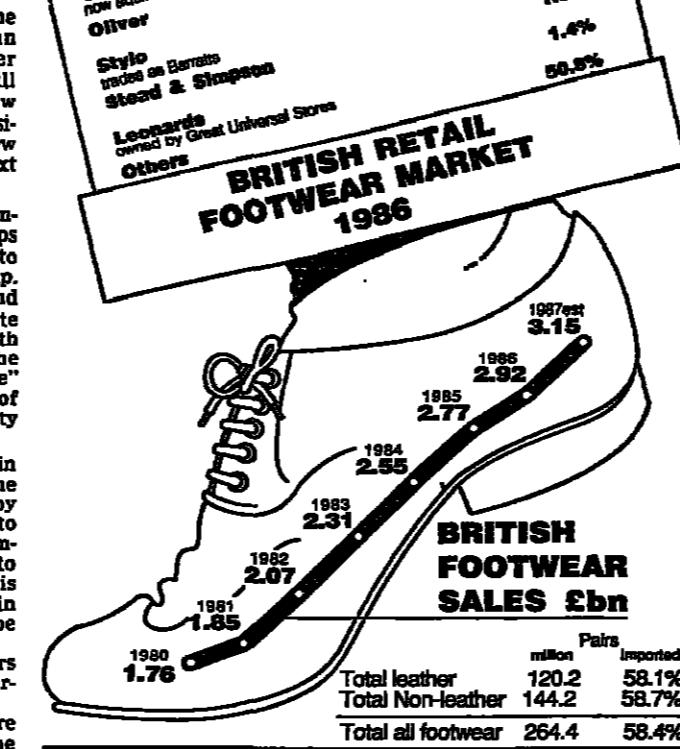
The group has thus been divided into four areas—"quality," "family," "fashion" and "volume"—each with its own team of directors, cost structure and profit targets. The company is now putting the finishing touches to the new structure by appointing the managing directors for each area. Ironically BSC is now introducing the same decentralised structure which Clark has favoured for years.

Saxone and Manfield will be the core of the "quality" group to be directed at the older, more affluent consumer. The number of shops is now nearly 400 and will be run and the merchandise moved upmarket. Saxon shoes, for example, will become slightly more expensive. When Clark introduced its own Clark's shoe shops two

years ago it devised a formula to be adapted to meet the needs of local markets. Last year it unveiled a new style and new direction for Peter Lord, the chairman, shoe shops, and is now doing the same for K Shoes.

Clark is attempting to perform a delicate balancing act with K Shoes of attracting a new tranche of younger 25- to 45-year-olds without alienating the elderly customers who have been loyal to it over the years. The restyling of the merchandise is already completed, the company is now restyling its stores and is searching for a new advertising agency.

Whether K Shoes will bring off its balancing act remains to be seen. The example of Timson illustrates the potential pitfalls. Last year it decided to transform its chain of 250 family shoe shops in the North into a younger, more fashionable operation. Old customers turned to other shops but Timson failed to attract enough newcomers to compensate. Earlier this year it was taken over by Oliver, a similar chain in the South.



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These formulae will be common to both Timson and Oliver and each shop within the group will be most appropriate. Ian Oliver, chairman, expects the new merchandise changes to take effect next spring; work will then begin on store design.

But this flurry of activity from the specialists is accompanied by the continued growth of the multiples. Marks and Spencer is now engaged in an active store opening programme, while New Look is continuing to accelerate the pace of expansion. The days of footwear retailers being able to stand alone from the rest of the High Street are numbered.

Oliver is now finalising its plans to remodel both groups. Given that each is well known in its area, the changes will reinforce the original names. But like K Shoes, Clark Oliver has designated its market. It has devised three retailing formulae: "fashion" for the city centres; a more "traditional" approach for smaller towns; and "budget" shops for the suburbs.

Why this should be, I don't know. Is it because creatives are doing it for other creatives, sitting in their 250,000 homes with their 250,000 cars at the door, not touching customers? Or is it that the ads look as if they're produced by people training to be Hollywood directors?

Oliver's task now is to translate his critical talk into action. He is a curious mixture of assured, understated Englishman, and no-nonsense Aussie, with the unusual tendency to see himself honestly. "I'm the person who always asks the dumb question," he says, adding self-deprecatingly, "probably because I'm thick." But it is something he encourages his youngsters to do: ask the obvious.

It was passion for Australian advertising and life that drove the renegade Gough to Oz in arm's length," he suggests. "You weren't sure what they were trying to sell you." By comparison, the Australian creative struck him as

Back in a more familiar routine

Phil Gough tells Feona McEwan why he no longer wants to remain down on the farm

FOR AN ace advertising man, the first place. He went to Sydney in the late 1970s to shoot a margarine commercial for the London agency Davidson Pearce, and to all intents and purposes stayed.

"It was like being free . . . wonderful," he remembers of his first impressions of Sydney. "The sky was blue, people were optimistic instead of pessimistic. In business there was a feeling of what could go right rather than what could go wrong."

"I'd spent all my life working with my head, so I thought I'd try working with my body for a change . . . But I realised pretty soon that this was not a good idea," he jokes. "I immediately got beaten up when working the chiselaw."

Lesson learned, Gough has now allowed himself to be reclaims by the advertising industry. Last week he surfaced in London as executive creative director of the newest, and some say the hottest, agency in town, the all-Australian Mojo-MDA, an agency as well-known back home as the products, particularly beer, it promotes.

"You need something to be passionate about in life," he says by way of explanation for his colourful life.

Today, Gough's views of British advertising are more compromising than when he left Australia. "I think clients want to get a raw deal. If anything, the advertising has got more obscure," he says, aware he's sticking his neck out. "It's unbearably soft. A lot of it is over the heads of the consumers it seems to me."

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"It was like being free . . . wonderful," he remembers of his first impressions of Sydney. "The sky was blue, people were optimistic instead of pessimistic. In business there was a feeling of what could go right rather than what could go wrong."

While conceding that British advertising is the sort of force as well as a total preoccupation with the past. Which is where down-to-earth Mojo senses a gap in the market.

Mojo-MDA is Australia's sole publicly-quoted agency, and the country's second largest, with billings of \$225m. With a foothold in Los Angeles, and newly established shops in New Zealand and London, next stop is New York.

But it is the agency's creative offerings that stir the blood. Its skin-it-to-you, toe-tapping, heart-tugging brand of advertising is the sort of force its generators believe is lacking in the soft-centred UK. Its long-running beer slogan, "I feel like a XXXX tonight", and "I feel a XXXX coming on", have passed into the Aussie vernacular. For 1988, the agency was nominated international agency of the year by the American magazine, Ad Age.

Gough admits he has a reputation of being hard to work with. "Probably because I have this strange Puritan tendency to see I have come up with the answers myself," he says. "What he calls the hairshirt tendency. 'If it comes too easily, it can't be right,' he jokes.

One problem he has solved for the moment is the little matter of geography. Armed with portable telephone and fax, he opened an agency and for eight years of "highly concentrated work" watched billings grow to \$225m.

Accolades rained down thick and fast. Gough won numerous awards. He also found a measure of fortune, ultimately selling his agency to the Saauchi. Not bad, for someone who was "booted out of school at 15 and art college at 17."

So Gough has lots to thank Krouse margarine for. The commercial, which he wrote, introduced him to Sydney. Last year, he opened an agency and for eight years of "highly concentrated work" watched billings grow to \$225m.

Along with ex-Davidson Pearson colleague Wie Waterhouse, he opened an agency and for eight years of "highly concentrated work" watched billings grow to \$225m.

Everyone's dying to see how the new boy in town will perform. "So am I," says Gough with a wry smile.

DALE
GENERATING SETS



Dale Electric of Great Britain Ltd., Electricity Buildings, Finsbury, London EC2M 9EP. Tel: 071 5841 5263

as nitrates. In West Germany, where the "separation philosophy" has been widely adopted already, the water is poured down The Rhine.

The spray drying process produces a fine powder. This can also be converted into sulphur and gypsum, but in the "zero pollution" option, the powder is used in two main areas.

The first of these is to turn it into a landfill product or into a variety of cement-substitutes.

The advocates of the "separation philosophy" say that this way of using the end-products of the cleaning process "transfers air pollution to ground pollution." But Flakt's and Niro's engineers, backed by research done by the Swedish Geotechnical Institute, say that this is precisely what the process does not do, as the landfill or building industry products capture and stabilise the pollutants extracted from the fine gases in products which do not release the pollutants again.

The second way of using the product of spray-drying is as an agent for reducing pollution from other sources. This could be of special interest in the UK as it can be used—and is being used—for this purpose in Sweden to neutralise the acid which is generated in limestone or slag.

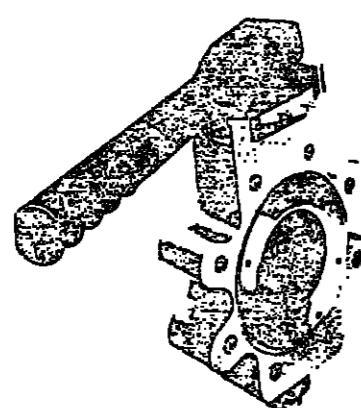
In Sweden the product is being used to combat acidification arising from iron ore mining slag heaps, but it is equally applicable to limestone from coal.

The wet gypsum separation "zero pollution" philosophies do not exclude each other, of course. In the US, where space for disposal of landfill products is no problem, the spray-drying process is being fairly widely used.

Denmark is so far committed to wet scrubbing at one and spray-drying at a second power station, and in Germany, although the "separation philosophy" dominates, spray-drying has also been adopted by some utilities.

As the Scandinavian paper to the Coaltech Conference put it, "the separation philosophy" may be the most attractive alternative where lack of space for waste disposal is the main consideration. But where the environmental impact takes top priority, the Scandinavian approach is preferable.

TECHNOLOGY



Charles Winn's self-sealing valve could stop local difficulties turning into disasters

How Winn took less time to release its safety valves

Peter Marsh examines the way in which the Delta offshoot developed a new family of products for industries such as oil and petrochemicals



Deltacam's software has been much used for bathroom fittings designs, such as that above

The Cambridge route to design efficiency

MAKERS OF toilets and wash basins have benefited from work in computer-aided design originally developed at Cambridge University. The work has been commercialised by Deltacam, a subsidiary of the Delta group which specialises in precision-engineered, highly reliable valves used in process industries.

While the world of valves covers a huge variety of products, which end up in installations ranging from domestic taps and central heating systems to chemical and oil industries.

Charles Winn bought two Westland CAD terminals two years ago. They are linked by cable to a Prime computer at the Delta headquarters in Cambridge.

Deltacam's main product is DUCT, a suite of programs called DUCT, with which designers can depict engineering objects in three dimensions

on a screen. DUCT was developed at Cambridge University's Wolfson Industrial Unit. Three years ago Deltacam, which employs 80 people and has annual sales of some £2m, took over the development, hiring several members of the university team.

With the terminals, says Gerry Tipping, Charles Winn's technical director, the company's draughtsmen took only a few minutes to design a valve or so main parts in the new valve products, compared to the year the job would have taken

with conventional drawing methods.

Deltacam's software has been much used for bathroom fittings designs, such as that above

according to Peter Sylvester, company chairman.

High-pressure valves are based on a metal lid which swivels along an axis to shut off the flow of liquids in a pipe.

The axis is slightly off-centre and the lid comes to rest flush up against the plastic primary seal, which sits on the bottom of the pipe. This mode of operation makes for a closer fitting and reduces wear.

Parts have to be machined with high accuracies, to within a quarter of a millimetre, to ensure high reliability of the valves.

Charles Winn has spent in the past few years £1.5m on a set of seven computerised machine tools, made by companies such as Toshiba, Nakamura-Tome, Colchester Lather and Hitachi Seiki. These tools turn out components for the valves according to instructions derived from the CAD system. The rest of the £2m investment was accounted for by new testing machines and ancillary equipment.

The Scandinavian approach was described in length in a paper presented to the International Coal Technology and Coal Economics Conference, held in London in June. It was written by Ebbe Jons, of Niro Atomizer, Stefan Ahlman of Flakt, and Anges Brian Russell of Foster Wheeler Energy.

The two most-used methods of cleaning fine gasses are the wet scrubbing and spray-drying techniques, but it is what happens at the next stage which is where the approaches differ.

The wet scrubber method leads at the next stage to the separation of a variety of products, sulphuric acid and gypsum (hence "wet gypsum process"), all of which are recycled for industrial and commercial use.

The draw-back, as the experts at the Swedish Geotechnical Institute and Flakt see it, is that there remains a large quantity of waste water, containing a substantial residue of mercury as well as such soluble nutrients

Products take on another dimension

SIEMENS, the major German electronics group, has developed a laser-based measuring system that is able to determine the three-dimensional shape

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Thursday August 13 1987

Ungainly sort of bull

FIVE YEARS ago today, Wall Street turned a corner. The Dow Jones Industrial Average picked up from a low point of 778.52 and began a rise which now extends to well over 300 per cent. In the process great individual wealth has been created; and as the country's 40m or more individual shareholders have enjoyed a greater sense of well being, the rise in asset prices has led them to consume spending. But for corporate America as a whole, the boom has not been uniformly healthy.

In its initial stages the bull market was soundly based. Mr Paul Volcker laid the foundations as early as 1979, when he shifted US monetary policy into a disinflationary gear. He then helped trigger the upturn in stock prices by taking his foot off the monetary brake in summer 1982. President Reagan, in turn, provided fiscal impetus. Not only did the economy pick up; the US emerged as the borrower and spender of last resort in an otherwise sluggish global economy.

The problems arose because the Reagan Administration was slow to recognise the wider domestic and international ramifications of its own fiscal policies. This was especially true of the 1981 tax act, which was intended to encourage industrial investment. Instead it provided a perverse chain reaction. Investment subsidies led to a big increase in the demand for credit; and as borrowings rose throughout the economy, real interest rates increased to the point where huge sums of foreign capital, most notably from Japan, were sucked in. The resulting upward pressure on the dollar, at a time when US banks were the chief source of capital, allowed Latin America to impose a savage squeeze on the export sector of the economy. So the investment boom was confined to sectors such as commercial property, which were less exposed to currency fluctuations.

Correcting distortions

Last year's tax reform, together with the devaluation of the dollar since spring 1985, have gone much of the way towards correcting these distortions. But in the meantime the lopsided nature of the recovery has inevitably left its mark on the financial structure. Companies have failed to take advantage of the bull market by

issuing new equity with which to strengthen their balance sheets and finance new activities. Instead the supply of stock has actually shrunk considerably—by some \$24bn over the past three years—following takeovers and stock buy-backs.

As a result balance sheets have deteriorated over the period.

According to Standard and Poor's, the ratio of debt to net worth in companies in the financial sector has climbed from 1.005 in 1982 to a current level of 1.268.

At the same time the boom in stock prices had set off a great wave of takeovers and companies which have been anxious to retain their independence have been slimming down their portfolios to concentrate on core activities.

W. T. Grimm of Chicago reports that the value of all deals jumped from \$53.7bn in 1982 to \$111.1bn in 1986. The number of transactions valued at \$100m or more jumped from 116 to 346 over the same period, while the number of divestitures climbed by more than two fifths to 1,259.

Insider dealing

All this activity has been accompanied by an impressive degree of opacity of arrival for insider dealing. Many of the deals have been of questionable industrial logic. And the growth in borrowing, which had been further encouraged by the development of junk bonds, raises awkward prudential questions both for investors and regulators.

What will be the lasting legacy of the past few years? In the final analysis, the economic justification for any bull market is that it reduces the cost of capital, thereby contributing to an upturn in real investment. This is now being fully reflected in the US export sector, not least because a key consequence of the distortions built into fiscal policy earlier in the decade is that the US has emerged as the world's biggest debtor. That debt must now be serviced from increased export earnings. It is desirable, then, that a stable flow of foreign capital facilitates the move to a healthy new phase in the bull market and that US monetary policy does nothing in the meantime to throttle a profits-led investment upturn.

Labour looks at voting reform

ELECTORAL REFORM is beginning to appeal to Labour Party workers who see little chance of victory at the next general election while the opposition to Mrs Thatcher's Conservatives remains divided. Some 23 resolutions backing the idea of introducing a system of proportional representation to Britain have already been placed on the agenda for the party conference in Brighton next month.

This suggests that morale is low inside the mainly southern constituency parties that have put the resolutions forward, rather than that there has been a sudden upsurge of constitutional puritanism. For the essence of the case in favour of reform—that under the present first-past-the-post system the parties do not win seats in proportion to the votes cast—is not changed, this year's election. Labour won rather more than a third of the seats, or less than a third of the vote, while the Liberal-SDP Alliance captured comfortably over a fifth of the vote, but about a fortieth of the seats. The Tories were the main beneficiaries.

Again, the principal case against reform—that British politicians do not love coalitions—remains the same. What has happened, clearly, is that the ability of the Conservatives to win a large majority of seats in the House of Commons on the basis of a total vote in the lower to mid 40 per cent range has now been demonstrated three times. The penny is beginning to drop.

Not encouraging

To achieve an overall majority at the next election the Labour Party would have to gain the support of around half of the 7m or so people who cast their votes for the Alliance this year—or, failing that, to make up the difference with direct converts from the Conservatives. The latter is difficult; as to the former, it is not possible to say how many votes the Alliance will lose as a result of its present disarray. The evidence to date suggests that such support as it is losing is going mainly to the Government rather than the Opposition. Thus the arithmetic is not encouraging for the Labour Party, in spite of the efforts by Mr Neil Kinnock, its leader, to modernise it and make it

more palatable to a wider electorate.

Mr Kinnock is not himself in favour of proportional representation. He presumably takes the view that a chance of forming a single-party government is more appealing than the certainty of a coalition. Even if he were to become a convert to PR, he would find an election on the existing system. Any change would have to come after that. It would have to be introduced by a coalition: there is no incentive for single parties with an overall majority to alter the rules.

Continued jostling

It is at this point that the flurry of interest in electoral reform inside the Labour Party becomes significant. For it remains possible that no party will win an overall majority next time around. This is always on the cards when three strong contenders enter what is destined to be a two-horse race.

You can never be sure of the outcome. The fall inside the Liberal Party is already of a massive pact with Labour for the next election. The

proponents of a merger with the Social Democrats (or that segment of them that is willing to come along) are beginning to envisage the creation of a fresh alliance that will win seats in southern England; these could form the basis of a new deal with Labour. In such circumstances a Labour willingness to accept proportional representation as part of the price that the third party would exact might make the negotiations run more smoothly.

Such long-term considerations lie behind the continued jostling among the parties of the old SDF. It would be as natural for any rump party led by Dr David Owen to reach a post-electoral pact with the Conservatives as it would be for Mr Steel's counterpart to ally itself with Labour.

If Britain already had proportional representation these calculations would be a natural part of everyday political life, as they are in most continental European countries. As matters stand, their relevance lies in the positioning of the parties against the possibility that one day the electorate really will return a hung parliament.

Andrew Gowers talks to Iranian war spokesman Kamal Kharrazi

"THE IRANIANS are not totally oblivious towards what other countries think," said Mr David Mellor, Britain's Minister of State for Foreign Affairs, last weekend as he argued for further international steps to isolate the Islamic republic.

"They are not anything like as oblivious to international opinion as their more fiery rhetoric suggests."

Perhaps so, but such concern is probably hard to pinpoint when talking to senior Iranians. Iran is now more isolated than ever. Its continued prosecution of the seven-year-old war against Iraq stands unanimously condemned by the United Nations Security Council; Iraq is excommunicated for alleged terrorist activities in Europe; it may be on the brink of a diplomatic collision with a US armada in the Gulf; and it could be on the receiving end of a mandatory international ban on arms sales within a matter of weeks.

Yet in the eye of the storm, Mr Kamal Kharrazi seems a personification of calm. The soft-spoken Kharrazi, 42, is member of Iran's 11-member Supreme Defence Council, the decision-making body on the war and head of the country's so-called War Information Headquarters.

Speaking to me this week in the incongruous setting of Iran's West German embassy in leafy Bad Godesberg, he appeared for all the world like a casually dressed Left Bank intellectual, the fact spent several years in western universities, including London and Houston, before the 1979 revolution.

He was none of the demagogue of Friday prayers in Tehran, none of the bloodthirsty thunderings sometimes heard from members of the Iranian leadership; here was a man trying to explain in apparently logical terms his country's reasons for standing alone against the world, and its view of what is likely to happen next in the fraught atmosphere of war.

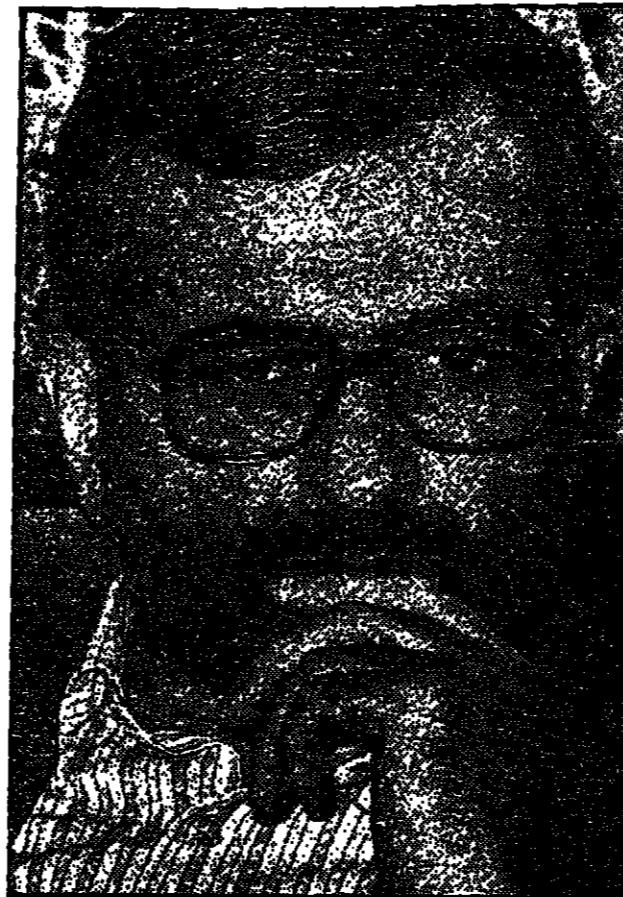
If a reminder was needed that we were discussing a vicious war being fought far away by two fanatical governments with motives that sometimes seem obscure to westerners, it was provided by the muezzin's call to prayer which floated into the room during our conversation.

Iran, he said, had absolutely no desire to provoke a confrontation in the Gulf, and it was up to the Americans and the Iraqi regime they supported to choose which one they wanted to follow. He acknowledged, however, that the Iraqis seemed likely to start attacking ships again soon, since they have always tried to expand this war to other nations and bring Americans to the Persian Gulf.

"We don't think American power would be able to do anything important to us," he said. "Let's say they attack our ports. This is just the same as the Iraqis are already doing. We are prepared for it and we are used to it. It's nothing special." Experts have often suggested in recent weeks that Iran would not dare to confront Washington's military might head-on or to pose a real threat to freedom of navigation.

If Baghdad refrained from attacking ships then so would Tehran, he said, and foreign warships would be able to leave the Gulf without incurring what the Iranians and, incidentally, the Soviet Union, see as the main source of tension.

That, of course, is the fairytale version of the next few weeks. The alternative sketched



Kharrazi: "nobody can kill all of us."

Measured tones

out by Mr Kharrazi is a horror story, comprising a resumption of Iraq's attacks on Iranian oil installations and tankers trading with Iran; Iranian retaliatory strikes against equivalent targets belonging to Iraq or Kuwait; seen by Tehran as Baghdad's most important Gulf ally; and possible direct involvement by the US, which is providing naval protection for 11 Kuwaiti tankers.

Iran was ready for either scenario, said Mr Kharrazi, and it was up to the Americans and the Iraqi regime they supported to choose which one they wanted to follow. He acknowledged, however, that the Iraqis seemed likely to start attacking ships again soon, since they have always tried to expand this war to other nations and bring Americans to the Persian Gulf.

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Secrecy and Power: the life of J. Edgar Hoover

By Richard Gid Powers
Harcourt, £16.95

IT IS OFTEN said these days that the US civil service is not what it was. Sometimes this is ascribed to inordinate political influence, sometimes to the competing attractions of commerce and sometimes to the classification that seems endemic in all bureaucracies. Whatever the cause, the best and the brightest often shine elsewhere.

A strong case can be made for the proposition that, in this century, the ultimate American bureaucrat was J. Edgar Hoover, director of the Federal Bureau of Investigation for exactly one week short of 48 years, until his death in 1972. This might seem an heretical proposition to those who recall his ruthless pursuit of radicals from Emma Goldman to the Black Panthers—or the increasingly anarchistic and simplistic views he held of his own country.

But this readable, meticulously researched and conspicuously even-handed biography of America's top cop shows how power can be attained, maintained and expanded in the face of ever-shifting external circumstances. Hoover served eight presidents from Coolidge to Nixon, different men in different times, and made himself indispensable to all of them. He managed this in spite of the powerful enemies he made, from Louis Post to Bobby Kennedy. The disapproval of any of them might have ensured a less than riveting existence in the Bureau of Printing and Engraving.

This is not, in any sense, revisionist biography of Hoover; it paints himwarts and all; mostly it depicts him as a conventional and totally consistent figure. His values were formed at the turn of the century in as far as Mr Powers puts it, "southern white, Christian, small-town" of the central Washington "he is, along with Duke Ellington, one of the handful of famous Americans actually to have been born in the nation's capital". Sunday school strengthened his beliefs and gave him an additional sense of organisation. His values never changed and explain his lifelong mistrust of the unfamiliar, be it immigrants with radical notions, blacks or those who questioned America's involvement in war.

Even worse for a moralist like Hoover, John Kennedy was sexually indiscreet. Hoover ought to have known: he bugged young JFK in the wartime when he was consorting with a woman suspected of being a German agent, and again in the White House, with a known gangster's moll. The FBI director never married and the author concludes that there is no conclusive evidence whether his lifelong association with Clyde Tolson, his deputy, was homosexual in nature.

It is tempting to speculate on how Hoover would have got on with the current Administration. He and Ronald Reagan clearly share many values, above all anti-communism, and Hoover had a sneaking fondness for Hollywood glitz. But Oliver North, it must be assumed, would have been too much, just as Nixon's plumbers-to-be were all just a bunch of rank amateurs.

Hoover basically left his alone, as was his wont with men he could trust, even though the most embarrassing moment in the FBI's history occurred in 1957 when a local New York detective uncovered what Hoover pretended did not exist—the Mafia. He even ditched a friendship with Joe McCarthy out of deference to Ike. To Lyndon Johnson, his favourite president, Hoover was a fixer of problems and a teller of tales, often scurilous ones. The two shared a visceral dislike of Robert Kennedy.

Logically, Hoover should have worked best with Nixon—after all they had collaborated in bringing down Alger Hiss, and LBJ had told his successor to "keep him in the loop". But Nixon and his gang asked too much of Hoover, who always tried to work within the law (he helped crack down on the Ku Klux Klan in spite of his fear of black radicalism).

Although the FBI had by this time developed a considerable domestic counter-intelligence network, admittedly of dubious legality, Hoover had no interest in putting it at the disposal of the Nixon White House. Had his advice been heeded there might never have been a Watergate.

Hoover's worst relationships were with Truman and the Kennedys. Having started his career as a hunter of communists—the death of the American Communists Party as a political force can fairly be laid at his door—he disliked Truman because he would not follow through the red hunt of the immediate post-war years.

The Kennedys, though, were the ultimate generational culture shock, the antithesis of all he stood for.

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Yet there was also a chameleonic quality behind Hoover's success as a bureaucrat. He took over the scandal-ridden Bureau of Investigation as part of Coolidge's drive to make government more efficient, and he delivered in the name of

Jurek Martin

has been with the university since 1970 after a spell as scientific director of the national private centre in Nairobi.

The Natural History museum has already achieved a toehold in industrial sponsorship with \$200,000 from the UK offshore oil industry.

Not least of the tasks facing Chalmers will be to persuade industry to sponsor science further, with some of the enthusiasm it shows for sport and the arts.

Smoke screen

On the dilemmas of a company chairman—even one of Lord Hanson's stature.

"Could future company meetings incorporate a designated No Smoking area?" asked one of 200 odd shareholders who turned out for the Hanson Extraordinary general meeting yesterday, in all apparent

DE BEERS

Cutting through trouble with a diamond edge

By Stefan Wagstyl

DE BEERS, the company which controls the world diamond market, likes to create the illusion that its power is effortless. But in truth, it has faced huge difficulties in defending its glittering empire.

The work is not over — the company last month announced sales for the first half of 1987 close to the record set in 1980. But as a South African company which has extensive dealings with black Africa and the Soviet Union, as well as the West, it is still walking a tightrope.

In the last five years, De Beers has guided the diamond market through its deepest recession since the 1930s; it has simultaneously survived challenges to its near-monopoly of the trade in rough (uncut) diamonds from Zaire and Australia. And it has seen control of the company pass from Mr Harry Oppenheimer, group chairman for 27 years, to his successors among them his son Mr Nicholas Oppenheimer.

These changes have coincided with profound shifts in the commercial and political relationships at the heart of De Beers' near-monopoly. Since the Second World War, the group has seen its wholly-owned mines in South Africa and Namibia decline in relative importance with the development of mines elsewhere. About three-quarters of the \$2.57bn (\$1.635bn) worth of diamonds sold last year were supplied from joint ventures or from outside the group.

In the same period, the South African-owned company has had to cope with the deepening crisis in southern Africa and with internal changes in the Soviet Union, the world's largest exporter of diamonds. The company has managed all this while successfully extending the market for diamonds jewellery to countries including Japan, where it was hardly known 20 years ago.

The company was shocked by the recession of the early 1980s, when the price of a top quality polished one-carat diamond dropped from more than \$60,000 to \$10,000. De Beers, which had virtually run out of diamonds in 1983, built up a \$1.2bn stockpile buying stones back from bankrupt traders.

The immediate outlook is good. De Beers raised prices twice last year and is expected to do so again in the autumn. Retail sales up 14 per cent last year to \$24.6bn are not growing as fast as De Beers' own sales of uncut stones to traders. But that is to be expected as traders stock up in the first stage of a recession.

Some markets — especially Japan — are unprecedently strong. But West Germans and Scandinavians among others have been less enthusiastic than before 1980. However, De Beers and independent traders believe that as long as economic growth continues at its present pace in industrialised countries, the diamond market is poised for growth in the late 1980s. Mr Harry Oppenheimer once said people only bought

This is the key to the deal

Difficulties in dealing with its customers are dwarfed by those it faces with suppliers

diamonds out of vanity. De Beers, spending \$110m a year on advertising, will continue to do its best to encourage them. Japan, which last year accounted for 18 per cent of retail sales, is the classic case of the group's marketing success: the diamond was promoted as a symbol of love but also of tasteful westernisation.

De Beers now has hopes of increasing sales to the newly emerging middle classes of south-east Asia.

Although advertising has long been one of De Beers' strengths, some marketing weaknesses were exposed in the recession. One reason the company could do so little to soften the blow was that it had paid insufficient attention to what happened to diamonds once they were sold in the four big cutting centres — Antwerp, New York, Tel Aviv and Bombay.

Too many of the stones were being stored, particularly in Israel, by dealers and manufacturers

which De Beers struck recently with Botswana, the world's second largest producer after the Soviet Union. Under the agreement, Debswana, a 50-50 joint venture between De Beers and the Botswana Government, is selling a stockpile of diamonds accumulated in the recession to De Beers for an unspecified cash sum and 20m De Beers shares worth \$200m.

The deal gives Botswana an effective 2.6 per cent stake in De Beers and two seats on the main board.

Even traders hostile to De Beers say the agreement is a coup for the company. The group at once secures the single largest stockpile outside its home; it locks a key supplier into a closer commercial relationship when the market is recovering and when possibilities of circumventing the CSO look tempting.

Any suggestion that Botswana threatened to quit the cartel is denied by the CSO. to

turers who were gambling on prices continuing to rise — in effect speculating against De Beers.

The company has now tightened up its operation. It has cut the number of its clients from more than 300 to 185; it has increased market monitoring and has reorganised the management of its own Central Selling Organisation.

Difficulties in dealing with

customers are dwarfed by

those it faces with suppliers

But the agreement strengthens De Beers' hand against other producers which might try to go it alone, as Zaire did in 1981-83.

The deal also gives De Beers a strong argument in the battle against anti-apartheid campaigners who might wish to extend economic sanctions against South Africa to include diamonds.

De Beers, like its sister company, Anglo American, considers itself to be on the leading edge of white South African politics. But its reputation was tarnished last year by a report, by a South African judicial commission, accusing the company's subsidiary in Namibia of overcharging — extracting maximum

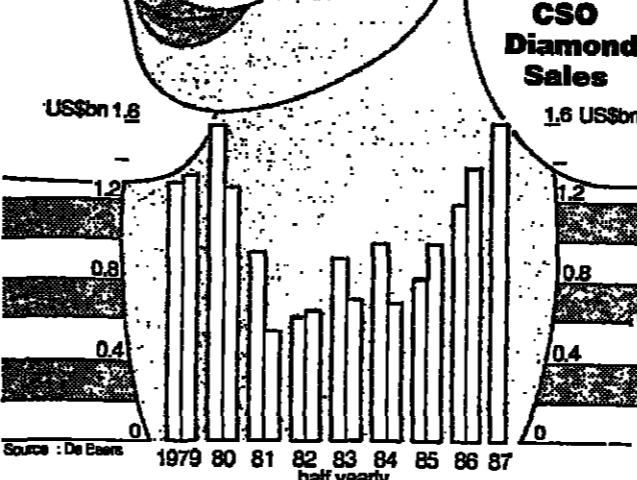
prices — at the expense of long-term production.

However, if the worst came to the worst, De Beers does have a last line of defence: it could move its headquarters out of South Africa. The group says it has not considered such an extreme move. But with 80 per cent of its assets outside the republic, it may well have used contingency plans.

The Botswana government has refrained from talking about its deal, presumably to avoid antagonising fellow black African states which are sworn enemies of white supremacy in South Africa. Such states have not rushed to condemn Botswana which is dependent on diamonds for its economic well-being, accounting for some 75 per cent of the drought-stricken country's foreign exchange.

There are no suitable candidates for similar deals. But De Beers' relations with other suppliers are also changing. The company has become more flexible as the relative importance of its own mines has declined. In particular, it is no longer so rigid in insisting that suppliers sign exclusive contracts and sell only through the CSO.

De Beers is in close touch with the Soviet Union, even though the Russians eat direct links for political reasons in 1983 and deliver their stones through intermediaries. The contractual links are secret. But De Beers has always acknowledged the Russians' right to sell polished diamonds



Natural Rough Diamond Production

	1982	1986
Australia	—	22.20
Zaire	12.20	20.55
Botswana	7.80	13.00
Soviet Union	12.00	12.00
South Africa	8.90	10.20
Namibia	1.00	1.00
South America	1.25	0.85
Ghana	1.00	0.55
Central African Rep.	0.30	0.60
Sierra Leone	0.25	0.40
Liberia	0.50	0.30
Tanzania	0.40	0.30
Angola	1.30	0.20
Rest of the world	0.10	0.50
Total	47.05	85.60

Source: Mining Journal

independently to the West. The company argues that since it has no reason to complain about Soviet sales of polished stones, even though these account for about half Soviet exports.

It is possible that under Mr Mikhail Gorbachev, the Russians will want to increase their diamond earnings. They might decide to expand sales of polished stones, which are worth perhaps 20 per cent more than the rough from which they are cut.

But such expansion is unlikely to be pushed to the point at which it might jeopardise the relationship with De Beers. The cartel supports a market which is worth about \$1bn a year in export revenue to the Soviet Union.

A better-publicised example of concessions De Beers is prepared to make to producers is its agreement with the owners

of Argyle, the big West Australian mine which came into production last year. De Beers' contract does not cover all the Argyle partners — the West Australian state government, with a 5 per cent interest, sells its own stones. For the rest, the CSO does have exclusive rights over gem stones, but the Argyle partners sell 25 per cent of lower quality grades themselves.

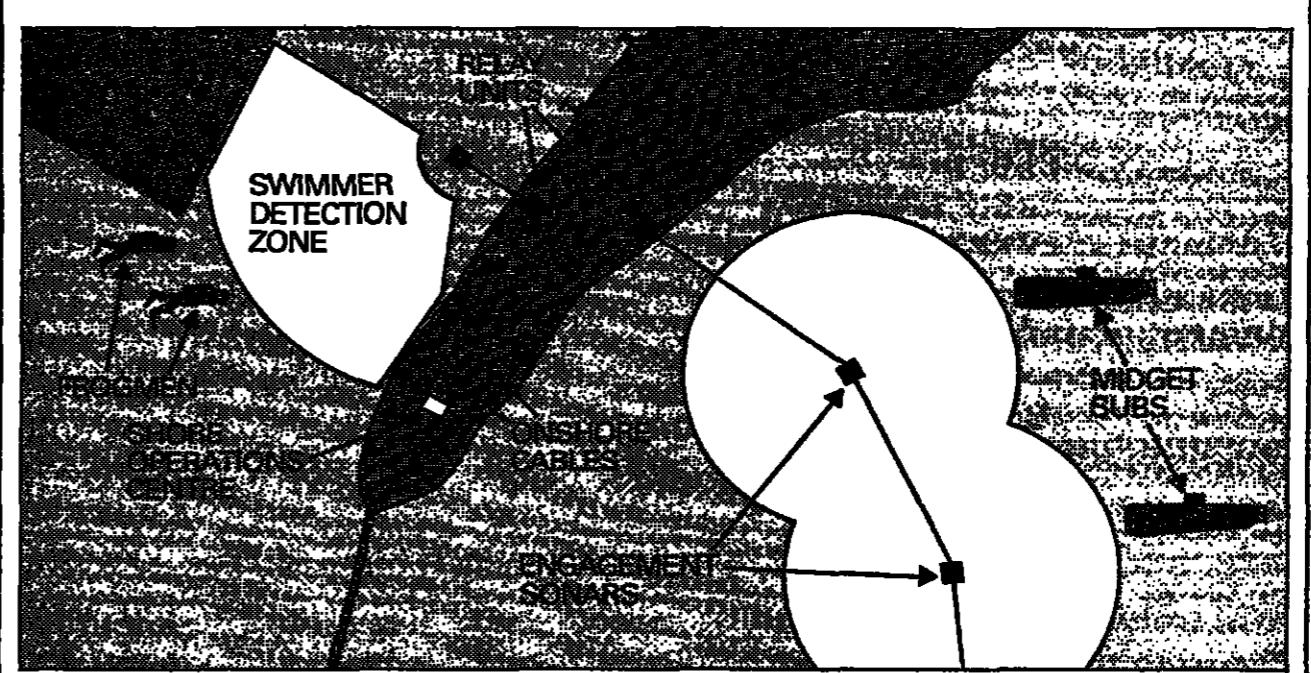
It would be wrong to see the concessions De Beers has made as indications that its control of the market is getting weaker.

Even if its share of the market slipped a few points from 80-85 per cent, it would still be in a dominant position.

But the way that the company controls the market has certainly changed. It has learned to allow more leeway to cartel members. In return it looks set to continue making money from diamonds for a long time.

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DEVELOPING NEW SENSORS FOR NAVAL DEFENCE

Major breakthroughs in sensor technology will be unveiled by Plessey at the Royal Naval Equipment Exhibition, Portsmouth, next month. They include a sonar to detect and track frogmen and small underwater vehicles, and a revolutionary new solid-state phased array radar.

But perhaps it is only us "witnesses and vulgar people" who are fortunate enough to have minds which can stretch sufficiently to embrace a foreign culture?

As to the writer's reference to Sir Winston Churchill, I rather imagine that had the great man been born a bull, he might have preferred to fight for his life (if only to lose it) in hot blood, rather than take his place in the endless queue of a slaughterhouse and wait weekly for the ignominious end common to all meat cattle.

It is virtually impossible for a profit to be made nowadays out of a livery stable. Horses are expensive creatures; they eat a lot, require new shoes (probably £20 a time) every month, and regular veterinary attention. Mr Lascelles says the Bluns稳 establishment was a "dirty, ramshackle place with peeling paint and cramped stalls." Presumably the premises are rented and there is no money available to improve them. Mr Lascelles also said the girls in charge were "full of smiles . . . but physically disorganized." Only girls such as these can be persuaded to dedicate their lives to horses

and hemlines.

From Mr T. Clifton

Sir — I refer to Len's remark (August 11): "Stock Exchange trading, it appears, can be statistically shown to be lower on Mondays and after holidays than on other days." I would

range ("mother") submarines carrying smaller vessels, and mine laying ships).

With the sonar, a Plessey intruder detection system offers a more extensive detection range than any other known system.

MESAR RADAR

The new radar is called Multi Function Electronic Scan Adaptive Radar (MESAR).

It has been developed in conjunction with the Admiralty Research Establishment, Portsmouth. Already exciting interest on both sides of the Atlantic, it puts Plessey two years ahead of the world in radar development.

Based on gallium arsenide technology with extensive use of fibre optics, MESAR provides 360-degree constant radar coverage with multi-mode functions.

Because it combines surveillance and tracking, MESAR will reduce the number of radar installations a warship requires, saving vital space.

34

THE EXCHANGE FOR THE BETTER

The Stock Exchange has ordered a System X electronic digital telephone network to replace its existing STX system.

This order was won jointly by a Plessey-led partnership with GEC, in fierce competition against other major international suppliers.

It is the first System X sale outside of the public network and opens the door to similar sales to private networks, Plessey believes.

System X will provide faster, more fully featured, secure and reliable voice and data services, giving the City's financial heart

a considerable advantage over other world financial centres.

The new exchange will privately link the regional stock exchanges at Glasgow, Liverpool, Manchester, Birmingham and Dublin with the main London Stock Exchange.

Initially there will be 12,000 lines in London and 1,000 lines spread between the provincial centres, with sufficient processor capacity for future growth.

The contract is for a fully managed system including supply, installation, maintenance and support by Plessey.

PLESSEY

The height of high technology

PLESSEY and the Plessey symbol are trademarks of The Plessey Company plc.

JOE ROGALY

Putting Great into Britain

THE FOLLOWING extract from a chairman's statement has come into my possession. Although it is dated January 8 1982, it is understood that the drafting has already been completed, in anticipation of a fourth Conservative victory.

"Since this is the first year of private ownership of British Gas, Rail, Electricity, Airways and Telecom, or GREAT, as we are already known in the markets, I want to report to our millions of shareholders on our exciting prospects for the future. But first I must answer some of the more ridiculous comments that have been made about our company, such as that we are a privately-owned monopoly, or that the consumer no longer has a choice.

I need hardly remind you of the tremendous advantage for Britain of the formation of GREAT. Consumers no longer have to accept the services demanded upon by a few anonymous city servants, at Whitehall and their puppet directors on nationalised industry boards. The 1 per cent of our equity that is not carefully safeguarded by our most esteemed institutional investors (at home and in Japan) is spread among so many shareholders that it is fair to say that while every household in the land uses our services, every other one has 10 shares (plus 1 bonus share) in your company. We truly have become a shareholders' democracy.

The picture is not all rosy. For purely short-term political reasons all privatised companies have been saddled with what is colloquially termed a watchdog committee — in our case the Committee of Notables. In all honesty I cannot see the value of this body, but CON will persist in its annual reports in which it wrings its hands and says it wishes we would repair our appliances, charge less, or treat customers more civilly. It never demands that we have a duty to our shareholders? Does it not perceive that the market obliges us to give good service to our customers? The new electronic telephone exchange will be installed in the City of London before the decade is out. Half our trains run on time. Our gas and electricity prices have never moved more than twice as fast as the index of retail prices, often less. And it is not our fault that other nations prevent price competition from British suppliers on 0.01 per cent of its routes.

Since we believe in healthy competition between divisions, Gas and Electricity compete against one another; they must also fight off severe price cutting by outside, often foreign-controlled, oil companies that operate freely in the general energy market. The position of Gas should, however, be greatly strengthened following the forthcoming privatisa-

tion of British Coal, since it is highly likely that the logic of the market will indicate that Coal should eventually become a Gas subsidiary. There is no point in hiding the operation of the Board of GREAT in that direction. With Rail to transport the coal and Sea to convert it, as North Sea supplies become increasingly uneconomic, we will at last be making an intelligent use of British resources.

Hull has the answer

Development Services
Director of
Industrial Development,
76-78 Longrow,
Hull HU1 1EP.
Tel 0482 222826



FINANCIAL TIMES

Thursday August 13 1987

Colina MacDougall reports on efforts by Peking to curb rural birthrates

Reforms send Chinese population soaring

CHINA IS alarmed at its soaring population, which if unchecked, could approach 2bn people by the year 2050.

Despite its success with the one-child family policy, another 14m must be added last year to the 1985 total of 1.05bn and further 15.5m are expected in 1987. If this rate of increase continues, it will upset Peking's calculations for improving living standards.

The current population target is 1.2bn by the year 2000, with the figure settling at around 1.4bn in the 2030s or 2040s. But this looks increasingly unattainable.

One major factor is that 40 per cent of rural women have had three or more children. With a few exceptions, the China Daily reports, in 1986, second births reached 6.9m and third births 2.9m.

Another factor is the number of women born in the 1960s baby boom years who are now reaching child-bearing age. Peking has always been aware that this would pose a problem, but the rise in babies is aggravated by new pressures for bigger families. These are generated by the rural reforms policies which mean that larger households earn more money.

China's most populous province, Sichuan, expressed concern earlier this year about its growing population. It attributed it to the new peak of women reaching child-bearing age, a big increase in early marriages, a wider spread of couples permitted a second child and a fair



Smiling new faces of China ... last year 14m were added to the 1985 population of 1.05bn

number of unplanned births slipping past officialdom.

Jiang Minkuan, Sichuan's governor, has promised much closer checks, stricter examinations and more serious application of the rewards and penalties system. But these are not easy to implement.

Peking concedes that the more remote the area, the harder it is to control births. This is a problem since China's fringe regions consume the biggest subsidies. Qinghai, a vast province of mountain and desert with a still tiny population, already receives huge sums from the central government. It reported 34 per cent increase in

births last year will mean a growing drain on the national budget.

There are fines for parents who bear more than their quota of children, but these have become less meaningful now that more women are profitably occupied in the rural service sectors or in light industry. Peasants have also become adept at concealing pregnancies to avoid official pressure to abort.

Traditionally, a large family with many sons has represented security. Girls were seen as weak workers, and according to custom, they left their parents when they wed and so provided

no support for their old age.

Consequently, when the first-born was a girl, there was strong pressure to keep trying for a boy. Where officials resisted, there were outbreaks of female infanticide.

Two years ago Peking agreed partly to relax the one-child policy. Now nine out of China's 29 provinces allow couples with a girl to try again. The non-Chinese minorities whose populations are relatively small have always been given some leeway.

Thus numbers have gone bounding up - in Guangdong province last year, third (or later) children totalled nearly 500,000.

Peking now seems likely to toughen its policy. The country will need to produce at least an extra 80m tons of grain a year to feed another 200m by the year 2000, the China Daily has calculated.

With gains in agriculture now more difficult to achieve as the boost from the 1979 reforms tails off, China will have problems achieving that without shifting resources from other sectors.

In addition, China's family planning programme has come under international scrutiny. The US has withheld funds from UN population programs helping China, according. Peking of resorting to coercion and forced abortions to keep families small. Zhang Pei, deputy director of the publicity department of China's family planning commission, admits that some local officials have used coercion, but he says they will be disciplined. "China has always opposed forced abortion," he

says.

Premier Zhao Ziyang, speaking on Chinese TV recently to mark the UN's 'Five Billion Day', when the world's population hit that figure, expressed confidence in Peking's family planning programme.

He said the country would be able to keep to its maximum level of 1.2bn people by the end of the century if it stuck to its policies... but social and economic pressures seem to be making that goal increasingly unlikely.

That still leaves Harris

Queensway's shares, down 31p

at 165p yesterday but well below earlier levels, looking overvalued on trading grounds. On the company's worst-case forecast of £2m, the prospective yield is 16p (13p last year) the dividend is 16p per cent, so

enough to make profits? By the

annual meeting in late June

there had apparently been no inkling of the troubles which

now require major stock write

downs and will cause a loss in

the subsidiary.

Certainly Harris Queensway's management controls have been lamentable. But they have been blamed before now for problems - such as the loss in the electrical division last year which may be the more fundamental cause. The failure to provide a divisional breakdown has also obliged investors to take a good deal of trust. After yesterday's announcement they should not do so again.

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Ultramar

Although Ultramar's share

price has staged a recovery of

sorts this year - it closed yester

day 6p up at 290p - the basis for

its valuation is still deeply ob

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firm the growth of a respectable

refining and distribution busi

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sharply when the Taiwan LNG

contract begins in 1990. But the

market is now divided between

those who urge a valuation on p

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oil major, and the unconverted

who still look to asset value.

In any case, asset valuation is

a subjective business. If the fig

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share, as supporters argue, the

chief question would seem to be

whether the management can

close the price gap through im

proved earnings, or whether Mr

Ron Brierley with his 13 per

Balfour Beatty
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THE LEX COLUMN

Are you being served?

cent stake will do it for them. It is less clear, on this hypothesis, why the company was not snapped up long ago; and if - as is also argued - the figure is in fact nearer to the book value of around 240p, Mr Brierley could find his stake hard to shift.

The earnings picture, at least, is clearer. Some 16p per share should be achievable for the current year, with the full year dividend something over 16p net, according to the payout of 10.5p two years ago. But the resulting p/e of 16 and yield of 3 per cent bear little relation to Ultramar's history or prospects. The argument for its recovery and independence has plainly yet to be clinched.

Smith & Nephew

The Smith & Nephew growth machine purns onward with such cool precision that the margin of error on most brokers' forecasts is rarely more than £200,000. The only unexpected news at yesterday's half-year results was the decision to reduce the dividend by 16p per share. The argument for its recovery and independence has plainly yet to be clinched.

That still leaves Harris Queensway's shares, down 31p at 165p yesterday but well below earlier levels, looking overvalued on trading grounds. On the company's worst-case forecast of £2m, the prospective yield is 16p per cent, so

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Sandinistas start to implement peace plan

By DAVID GARDNER IN MANAGUA

NICARAGUA'S left-wing Sandinista government has started to implement the provisions of last week's Central American peace plan, inviting the Roman Catholic church hierarchy and opposition parties to name their candidates for the National Reconciliation Commission envisaged in the accord.

At a ceremony on Tuesday evening, President Daniel Ortega presented Cardinal Miguel Obando and opposition leaders with copies of the peace plan, signed in Guatemala City last week. In Nicaragua, El Salvador, Honduras, Guatemala and Costa Rica.

The plan calls for a National

Reconciliation Commission to be set up in each country, with a representative of the church, the political parties and independent notables. In the case of the political parties, the government selects the candidates from the lists the opposition provides them with.

All 11 of Nicaragua's legally registered parties attended the ceremony, covering a spectrum from far left to the right, and including the ranks of the Sandinistas.

The peace plan's start-up in Nicaragua is in danger of being overshadowed by an event which captured the attention of Nicaraguans of all per-

sons: at the Panamerican Games in Indianapolis, Nicaragua was yesterday due to meet the US at baseball as the national sport here. The contest was being approached with some nervousness since Nicaragua was defeated earlier in the week by Canada.

Sunk by the 'Pitcher' complained a headline in the Sandinista Front newspaper Barricada which justified to the lead front page with the peace plan story. At least as much analysis focused on the shortcomings of the Nicaraguan pitchers and on comments of President Ortega and Cardinal Obando.

It is planned that both the Oresund and Great Belt links should be debt-financed with

readiness for rail traffic in 1983 and road traffic in 1996.

Iran threatens to attack minesweepers

Continued from Page 1

one of them this week. This will see British officers and seamen working on tankers in the light of its refusal to accept the demands of their superiors to leave without losing their contracts.

At the United Nations, Iran has made its first detailed response to the UN Security Council's three-week-old ceasefire order. It neither accepted nor rejected the resolution, but offered to co-operate with the Secretary-General in mediation efforts. The US and Britain are

pressing for an international arms embargo on Iran in the light of its refusal to accept the demands of their superiors to leave without losing their contracts.

Meanwhile, Iran has said it has shifted its tactics in the Gulf war towards fomenting opposition within Iraq rather than seeking to defeat the Baghdad regime with a major offensive on the battlefield.

If confirmed, this could be a significant switch in Iran's war tactics, designed to capitalise on what Tehran sees as a potentially unstable political situation in Iraq.

Mr Kamal Kharrazi, a member of Iran's Supreme Defence Council and head of its War Information Headquarters, said in an interview with the Financial Times.

Iran has been particularly worried by the restrictions, although compensation, to date amounting to some £4.5m (£7.08m), has continued to be paid.

According to Ministry of Agriculture experts, the restricted farms in Scotland are all on very poor peat soils which lack the minerals to 'lock-up' the radioactive caesium and make it unavailable to grazing animals.

Hill farmers have been particularly worried by the restrictions, although compensation, to date amounting to some £4.5m (£7.08m), has continued to be paid.

The plans have been discussed extensively with the department, so it is not expected that official approval for the project under the Annex B pro-

cedure will cause delay.

**FINANCIAL CONTROLLER
DIRECTOR DESIGNATE
UP TO £30K + BENEFITS
HEATHROW AREA**

An energetic service company with turnover of c £7m in the electronics industry is seeking a Financial Controller.

The successful candidate will be qualified accountant and will report to the Managing Director. Apart from the normal responsibilities of accounting, treasury and data processing, he/she will be expected to play a strong role in the design of financial sales packages and the wider development of the company. The company is poised to make an entry into Europe and the ideal candidate would have knowledge of French and German business practices.

As the company is a subsidiary of a US parent, familiarity with US GAAP and tight reporting deadlines are essential.

In the first instance please send CVs to:

Vivian Associates
39 High Street
Stamford
Lincs PE9 2BB

**Rubbermaid
names
president**

RUBBERMAID, Ohio-based manufacturer of plastic and rubber products for home, institutional and commercial markets, named Mr Walter W. Williams, 53, senior vice-president of marketing and sales of General Electric as president and chief operating officer.

Mr Williams will succeed Mr Robert E. Fowler Jr., who has left the company, and is also expected to be succeeded by Mr Stanley C. Gaede, Rubbermaid's chairman and chief executive, when he retires in 1991.

After the resignation of Mr Fowler, Mr Gaede made it clear he felt Rubbermaid needed a chief executive with a marketing background.

Mr Wolfgang R. Schmitt, 42, was named executive vice-president. *

NORTHROP, US defence aerospace contractor, appointed Mr Robert G. Schlenz, 61, as corporate vice-president and general manager of its troubled electronics division.

Mr Schlenz succeeds Mr Gene Hauser, who was removed from his position last month because the division had fallen seriously behind schedule in delivering guidance systems for the MX missile and had been accused of circumventing Pentagon procurement procedures.

Chief for US cable network

VIACOM Inc's MTV Networks unit named Mr Thomas Preston president and chief executive officer.

The company said Mr Preston had shared the president's duties with Mr Robert Rogan, who resigned. *

XEROX, US reprographics group, said chairman and chief executive officer Mr Michael T. Kearns would assume the additional post of chairman of the executive committee on September 1, when Mr C. Peter McCollough, 65, retired from active management.

Mr McCollough, who is the former chairman and chief executive, remains on the board. *

PROCTER & GAMBLE, the cosmetics and detergents multinational, announced that Mr Lawrence D. Milligan, vice-president food products division, had been elected vice-president sales, Europe, effective immediately.

INTERNATIONAL APPOINTMENTS

**Armacost to join Merrill
Lynch, San Francisco**

BY RODERICK ORAM IN NEW YORK

MR SAM ARMACOST is to join Merrill Lynch 10 months after he resigned under pressure as chief executive of BankAmerica Corporation, the struggling US

tors and 12 other officers concerned with investment banking in the San Francisco office.

All three managing directors will report to senior officers in New York.

Joining BankAmerica as a credit manager in southern California in 1981, Mr Armacost had rapidly through the ranks to become president and chief executive in April, 1987. His amiable personality and open management style were in sharp contrast to those of his predecessor Mr Tom Clausen, who left to head the World Bank.

Mr Armacost moved swiftly to put right imbalances which had developed under Mr Clausen. The bank lagged far behind its competitors in automatic teller machines, for example. But despite some initial successes, Mr Armacost failed to get a grip with BankAmerica's mammoth bureaucracy.

BankAmerica's performance has deteriorated steadily, leading last autumn to a takeover offer from First Interstate, an aggressive Los Angeles-based banking group. BankAmerica's board rejected the bid and forced out Mr Armacost in October, replacing him with Mr Clausen.

Despite selling off bits of the empire, notably the Charles Schwab discount brokerage house, Mr Clausen, like Mr Armacost, has failed so far to take the drastic steps analysis consider necessary to restore the group's health.

**Time, Inc in series
of job reshuffles**

BY OUR FINANCIAL STAFF

TIME INC, the US publishing house, announced a series of job changes. Mr Gilbert Rogin, who had been managing editor of *Discover* magazine from October 1984 until Time sold the magazine to Family Media last May, will become a corporate editor of *Time*, reporting to editor in chief Mr Henry A. Grunwald. He joins Mr Ray Cave as one of two Time corporate editors.

Mr Peter Carrey, executive editor of *Discover* for the last two years, will return to his position as executive editor of *Sports Illustrated*. Mr Richard B. Stolley, formerly managing editor of *People*, *Life* and *Picture Week*, will become director of special projects for Time. In this newly created position, he will function as the creative liaison responsible for developing and coordinating projects that cut across Time Inc's various magazine, book and cable television programming operations.

CRA appoints director

CRA, Australia's biggest mining group, appointed Mr Denis Horgan, chairman and chief executive of the Barrick Group of companies in Perth, Western Australia, as a director.

Mr Horgan is an active businessman and has served on a number of government bodies, including the Australian Industry Development Corporation, Australian Broadcasting Corporation, Australian Manufacturing Council, Australia/Japan Foundation and the CSIRO.

He said the bank received its initial funding from money managers T. Rowe Price, the investment bank Alex. Brown and Sons, First Interstate Bank of California and investors tied to the R. K. Mellon family. Mr Schuster was with the Federal Banking Commission in New York from 1967 until his retirement. As head of the department responsible for the activities of Swiss investment trusts, Mr Schuster was also responsible for authorising new banking activity in Switzerland during the past ten years.

Accountancy Appointments

CHIEF ACCOUNTANT

Banking

c. £35,000 + car + banking benefits

Our client is a long-established, foreign-owned, UK registered bank based in the City and undertaking a wide range of banking activities, including the financing of international trade and considerable activity in the Euro markets.

Reporting to the Joint General Manager and working with senior management, the primary responsibility of the chief accountant will be to manage all aspects of the accounting function. The bank is looking for someone who will make a strong contribution to the financial management and control of operations and work closely with senior management and the Board in developing the bank's services.

Applicants, qualified accountants and preferably graduates, should have wide experience of financial management and control in the banking and financial services sector. They should have first rate managerial skills and enjoy the challenge of making a strong personal contribution to the commercial development of the bank's operations.

The remuneration package will include the full range of benefits usually associated with a bank.

Please write in confidence with full career and salary details, quoting reference 4456, to John W. Hills.

KPMG Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

UNIVERSITY OF WARWICK
SCHOOL OF INDUSTRIAL AND
BUSINESS STUDIES
ACCOUNTING & FINANCE

vacancy

for a lecturer in

Accounting & Finance. Candidates should have a good honours degree, a post-graduate background and a commitment to research. The post provides an opportunity to teach on a range of accounting and finance modules, undergraduate, MSc and post-graduate.

Applications are welcome from suitably qualified candidates with a minimum of 2 years' teaching experience. The appointment will be made on the full range of the Lecturership scale (£17,752-£21,504).

Further terms and further details may be obtained from the Registrar,

University of Warwick,
(0205 832627),
Warwickshire, CV4 7AL.
Closing date for applications is 4 September 1987.

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Daniel Berry

Ext 3456

Tessa Taylor

Ext 3351

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Personnel**

Placing Accountants First

**VICE PRESIDENT
FINANCE**

New York

c\$ 80,000

Our client is a leading financial institution operating in the major financial centres throughout the world and for whom we are seeking a Graduate Chartered Accountant with a record of achievement and the intellectual capabilities to address complex problems. Ideally candidates will be aged between 30-40 with a minimum of 5 years commercial experience in fast moving and challenging environments; obviously an understanding of US accounting standards and practices will be a distinct advantage but not essential.

This is initially a two year renewable contract but upon completion there is the prospect of an executive appointment in London or New York. Reasonable relocation expenses will be reimbursed, and a remuneration package of US \$ 80,000 can be anticipated.

Initial interviews with the client will be held in London and applications will be treated in the strictest of confidence. Please submit a detailed curriculum vitae to our consultant for this assignment, Martin Humberstone.

Finance Manager

**c. £22,000
+ Car**

**East
Midlands**

Our client is a market leader in the engineering sector, manufacturing and servicing an extensive range of products for both domestic and international markets. With an enviable reputation for excellence of product quality, design and reliability, the organisation is seeking to build on these advantages with a long term programme of investment in product development and new technology which will further enhance its market share.

To support this exciting phase of business development the company has redefined its operations into discrete business groups, each with operating revenues in excess of £100m.

Reporting to the Financial Controller of one of the new groups, the appointee will be fully responsible for providing and evaluating the business's financial and management information to tight deadlines. In addition to directing a team in the compilation of group budgets, forecasts and

plans, the individual will have the scope to introduce and implement new systems and procedures and participate in the formulation of new group policies and plans.

Candidates are likely to be qualified accountants, aged in their late 20s/early 30s. Ideally, applicants will have gained several years corporate accounting experience, preferably within a manufacturing organisation operating in the contract engineering environment.

Above all we are looking for strong interpersonal and management skills plus the initiative and drive to influence change and the commitment to direct it to business goals.

Please reply in confidence, giving concise career personal and salary details to:
Judith Richardson, Ref. ER 942,
Arthur Young Corporate Resourcing,
Citadel House, 5-11 Fetter Lane,
London EC4A 1DH.

**Group Finance Director
(Designate)**

West Yorkshire

£35,000 + Car

Our client is a £25 million turnover, independent group of companies engaged in the design and manufacture of engineering products on an international basis. A continued commitment to R & D has resulted in the Group's prominent position within its market sector.

Due to retirement, they wish to appoint a Group Finance Director (Designate) who will be responsible to the Chief Executive for the total finance and Company Secretarial functions. Key areas of involvement will include development of the existing management information systems, management of the Group Treasury function and financial control of the UK and Overseas subsidiaries. The successful applicant will be expected to work closely with the Main Board in the

development of commercial strategy. Candidates, aged 34-45, should be qualified accountants of graduate intellect, who can demonstrate a strong track record of success gained in manufacturing environments, utilising sophisticated computer control systems. A strong personal presence, technical excellence and well-developed communication skills are prerequisites of the appointment.

A comprehensive benefits package, including full relocation facilities and an excellent pension scheme is offered. Interested applicants should write to Stephen J. Broadhurst, quoting ref. L8350, at Michael Page Partnership, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. (Tel: 0532 450212).

Michael Page Partnership

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GROUP CHIEF ACCOUNTANT

MAJOR RETAIL GROUP

NORTH OF ENGLAND

This high profile independent retail group has outlets throughout the UK and a turnover of over £150m. Its young, ambitious management team have exciting plans for the future and a substantial acquisition has already been made.

The focus of the Group Chief Accountant's role is on the management of a large team against a background of change, including systems development. You will be responsible for financial and statutory accounts, cash management and forecasting and capital expenditure evaluations.

The person appointed will be a qualified accountant probably aged between 30 and 35. You should have experienced the systems of a large company and possess a practical approach to problem solving. Proven people skills are essential together with professionalism and drive.

Benefits will include an attractive salary, company car and other large company benefits. Please write in confidence, providing career, personal and salary details to Heather Male, quoting ref. L274 at Slade Consulting Group (UK) Ltd, 58 St. James's Street, London SW1 1LD. Tel: 01-629 8070.

International Search and Selection

SLADE CONSULTING GROUP (UK)

ACCOUNTING AND COMPLIANCE MANAGER

International Bank

c.£30,000 plus full banking package

Our client is a major international bank, whose London branch is an important part of its overseas network. Since the advent of the Big Bang, the increase in regulatory requirements has led to the creation of a new position to ensure the Bank's London branch complies with the relevant regulations.

The Accounting and Compliance Manager will report to the Head of the Administration Department and will work closely with other senior staff. The role will involve monitoring returns made by the branch and reviewing the systems and procedures to ensure that they accurately reflect the business of the

bank. Liaison with the auditors and tax authorities will also form an important part of this role.

Candidates should be qualified accountants with an understanding of financial institutions and current regulatory requirements. They should have the experience and personal qualities to be a credible contact of the bank to the Bank of England and other regulatory authorities. Ideally, they should have more than five years' post-qualification experience. Please write in confidence to Jane Woodward, quoting reference I3565.

KPMG Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

International Oil Company Opportunities in Tax

Amoco (UK) Exploration Company, a subsidiary of Amoco Corporation—one of the world's largest energy companies—is the operator of five U.K. North Sea oil and gas developments. New positions have been created in the Tax Department for a Senior Tax Advisor and Tax Accountants.

Senior Tax Advisor

We invite applications from qualified Accountants, Solicitors or Inspectors of Taxes who have a minimum of five years corporation tax and petroleum revenue tax experience. Reporting to the Tax Manager you will be involved in tax planning for existing and projected developments; advising on tax legislation and assisting in negotiations with the Oil Taxation Office on outstanding issues. Good communications skills and a creative outlook are essential.

Tax Accountants

We are interested in receiving applications from newly qualified Accountants or those in the final stages of qualifying. Experience must include preparation of corporation tax computations and exposure to petroleum revenue tax would be an added advantage. You will be numerate and have the ability to quickly assimilate and interpret all aspects of tax legislation. Initially, you will be responsible for preparation of petroleum revenue tax and corporation tax computations including corresponding with the Oil Taxation Office.

A first class salary will be offered commensurate with experience. Benefits and conditions are those normally associated with an international oil company.

Please write with full details to:



Mrs L. T. Nee,
Employee Relations Department,
Amoco (UK) Exploration Company,
Amoco House, 1 Stephen Street,
Tottenham Court Road,
London W1P 2AU.
Telephone: 01-927 2238.

Financial Controller

South West London

to £30,000 + Car

Our client, is the UK trading subsidiary of a major supplier of pipes, valves and fittings to various industries in the energy sector. They are currently recruiting a Financial Controller to head up their Finance function and become a key figure in the overall management of this £9M turnover company.

Responsibilities include the management of five staff in all aspects of financial control, including financial and management accounts, treasury, purchase and sales ledgers, credit control and development of computerised systems.

The company has plans to maintain its growth through its existing product range and through

MP
Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

Financial Director

Cambridgeshire c.£33,000 + substantial stock options

Successful fast-track Chartered Accountants in their early 30s, who are seeking the opportunity to demonstrate their ability to help build a business from a zero base, will be stimulated by this exciting new position offering equity participation equivalent to 2.5 times salary.

The challenge: to play a significant role in driving a business based on a superb, technologically-advanced new consumer durable to achieve a £50m turnover within 5 years. Following strong institutional support for the project, the necessary finance has already been raised.

Reporting to the Managing Director, you will be responsible for creating, implementing and controlling soundly-based financial and accounting functions tuned to the needs of a fast-growing organisation.

The key attributes sought for this role are:



PA Advertising

Hyde Park House, 60a Knightsbridge, London SW1X 7LE.
Tel: 01-235 6060 Telex: 27874

WHICH COMPANY IS THIS?

A SHORT QUIZ FOR THE COMMERCIALLY ASTUTE

Q. This company is a successful market leader with an international reputation. Its British expertise is in demand all over the world - at this very moment its consultancy work is earning profits in India, South Korea, Cyprus and Jordan in contracts involving British consultants, contractors and manufacturers.

WHICH COMPANY IS THIS?

Q. This company is progressive. Its commitment to innovation and excellence will mean the reinvestment of nearly £900m in its new enterprises both here and abroad over the next 5 years. Profits for the 1986/7 financial year exceeded £150m.

WHICH COMPANY IS THIS?

Q. This company is the largest authority of its kind in the UK. It employs over 9000 people to service the needs of 12 million customers, that is, a quarter of the population of England and Wales, every single day.

WHICH COMPANY IS THIS?

Q. This company is heading towards privatisation and is currently in search of 4-6 exceptional people to pilot its Finance Directorate through this exciting evolution and into the challenges of the 1990's.

Their mission will be to act as catalysts in raising the company's commercial profile in the marketplace.

At their disposal will be the finest information technology available and they will form part of a young and confident team. Project development will include enterprise activities, the core business, financial systems development and customer accounting.

Those selected will be aspiring self-starters - the sort who are stimulated rather than daunted by the complexity of the challenge. They will be business professionals and/or accountants who have recently qualified or have 2/3 years experience and the drive which will ultimately take them to higher management.

The company is offering salary packages from £12K-£21K dependent upon qualifications and experience, together with very attractive benefits including relocation where appropriate.

This company is poised for the challenge.

WHICH COMPANY IS THIS?

A THIS COMPANY IS THEMES WATER

Write to: Colin Powey, Personnel Officer, Room 312, Kings Meadow House, c/o Nugent House, Yateley Road, Reading, Berkshire RG1 8DE.
Closing date for applications: August 27th, 1987.

Assistant Financial Controller

Central London
c£24,000 + fully expensed
company car + benefits

LINK
MANAGEMENT
SELECTION

A privately owned, entrepreneurial organisation which continues to expand and diversify worldwide.

A young and dynamic Accounting team operating from superb offices in Central London - with the added bonus of some overseas travel.

If this is the environment you're looking for, this new position will fully test your undoubted flair and expertise.

Working closely with the Financial Controller and other Senior Executives, you will handle a wide variety of work including annual budgets and statutory accounts, monthly management accounts, taxation planning and ad hoc projects, some of which will involve trips to overseas subsidiaries.

Probably 25/30, you must be a fully qualified Accountant with commercial acumen and proven ability to work to tight deadlines. Equally important are the flexibility, personality and initiative needed to join a highly motivated team.

If you want to join a company which is totally committed to attractive rewards and career development, please send full career and salary details to: Jennifer Baker, Link Management Selection, 24 Buckingham Gate, London SW1E 6LB. Telephone 01 834 3777.

Financial Controller

c£20,000 + excellent benefits package

City of London

This is a unique opportunity to become part of the dynamic management team running the affairs of one of Britain's most prestigious institutes with a major international presence in its field.

As Financial Controller you will play a vital role in the future development of the Institute. This is a key position in the development, implementation and running of the Institute's financial systems and impinges on every aspect of the Institute's commercial, educational and training aims.

You will be a qualified accountant with energy, imagination and a mix of commercial and presentational skills. The full range of accountancy skills are called for in a job which will stretch you to give of your best. Career prospects are excellent and the job is rewarding in the demands it will make upon you.

If you wish to become a fully committed member of an innovative and forward-looking team, write now with cv to: Steven Wilson, PER, Rex House, 4-12 Regent Street, London SW1Y 4PP.

PER
Executive Recruitment Consultancy

A First Class Future

For us and for you

Following a recent reorganisation, a new Group structure is now in place, and we have already started on a period of profitable growth and acquisitions which will lead us strongly into the 1990's.

Dowty's expertise in high technology engineering and electronics is recognised and respected throughout the world, producing advanced systems for the aerospace, marine, defence, information technology, mining and industrial markets, with annual sales over £600M.

It is against that successful background that we have now created several new openings in our Group Finance function.

Financial Reporting Manager

Heading a small team, you will be responsible for maintaining all aspects of the Group financial reporting system. This will include reviewing the format and timetable for information reporting, making recommendations for data processing systems developments and controlling the issuing of reports to the Group Board.

We are looking for an accountant (preferably ACA) with an interest in computer based management information systems and a minimum of 3 years post qualification experience, ideally gained in the profession or in a Group reporting role. In addition you must have the commitment and organisational ability to ensure that reporting deadlines are consistently achieved.

Divisional Controller

You will be one of a team of Divisional Controllers, with a brief to monitor the financial performance of operating companies and to provide independent assessments to the Group Board. This will involve working closely with the Divisional Managing Director and Group Accountant, to ensure financial results are fully analysed and reporting procedures are maintained.

This post, which offers excellent prospects for a later move into line management, calls for a qualified accountant with 2 years post qualification experience and a background in either commerce or the profession.

DOWTY

ACCOUNTING FOR EXCELLENCE

Our client is a highly respected worldwide group providing a diverse range of financial services and is currently experiencing substantial growth. As a result the following three positions have been created. Professional excellence is the emphasis of the organisation; the generous rewards reflect commitment to rapid career development.

Assistant Divisional Management Accountant

£17,000+

substantial benefits

Your role will involve budget preparation, variance analysis, computer development, co-ordinating divisional management information and giving presentations to senior management. You will be aged 23-29 and will have achieved at least level II of ACCA/ICMA and will be seeking a high profile position.

Ref: CG0486

If you are committed to progressing your career in a stimulating environment, please write to or telephone Sarah Adcock, Manager, Accountancy Division on 01-256 5041 (out of hours: 01-981 5963).



Management Personnel
Recruitment Selection & Search

10 Finsbury Square, LONDON EC2A 1AD.

GROUP FINANCIAL ACCOUNTANT

PEOPLE MANAGEMENT ROLE

YORKSHIRE

This could be the challenge that establishes your career in financial management. The company is an important British retail group with outlets throughout the UK and a turnover of £150M. Following a significant acquisition, there will be a period of integration and then further growth.

The challenge will be in applying people management skills in an environment which has experienced major changes. Your brief is to build and motivate a team of people and take responsibility for financial accounting, cash management and capital expenditure control and evaluation.

You will need good organising and people skills and exceptional energy and drive. You should have 2-3 years' post qualification experience in commerce or industry and be looking for an opportunity to make your mark in an ambitious company.

Your efforts will be rewarded by a base salary, bonus, company car and normal large company benefits. Please write in confidence enclosing career, personal and salary details and quoting ref L273 to Heather Male at Slade Consulting Group (UK) Ltd, 58 St. James' Street, London SW1 1LD. Tel: (01) 629 8070.

International Search and Selection

SLADE CONSULTING GROUP (UK)

Appointments Advertising

£48 per single column centimetre
Premium positions will be charged
£52 per single column centimetre

For further information, call:
01-248 8000

Daniel Berry
Ext. 3456

Tessa Taylor
Ext. 3351

Group Project Accountant

N.W. London

c. £22,000 + Car

Our client is a group of companies (turnover £15 million) at the forefront of the publishing, typesetting and printing industry. As a result of an aggressive acquisition policy they have trebled in size over the last two years. Further expansion is taking place and a U.S.M. debut planned within the near future.

The Project Accountant will report to the Group Finance Director, who has created this role and views it as a fundamental link in the expansion plans. The successful candidate will tackle the investigation and integration of newly acquired companies, their balance sheet appraisal, computerisation projects, and streamlining of existing systems. Travelling throughout the South-East, working to tight deadlines at high speed, this position offers excellent future opportunities.

Candidates will be qualified, under 30, with two years' pertinent experience. They will demonstrate a record of achievement in a computerised environment and an appreciation of the strong communication and analytical skills required in a fast expanding company.

Applicants wishing to discuss this position further should phone, or write to, Rod Leafe at the address below.

FOCUS

EXECUTIVE SEARCH & SELECTION

5th Floor, Westcombe House, Whitcomb Street, London WC2H 7DN. Tel: 01-930 8502

CHIEF ACCOUNTANT

Surrey to £25,000 + car

Our client is a substantial property group whose activities encompass medium to large scale construction, investment and development projects throughout the UK.

With strong backing from several leading financial institutions, the group is poised to undertake some particularly substantial contracts and is looking forward to a period of sustained profit growth. To strengthen its accounting function it now wishes to appoint a Chief Accountant who is expected to play an important part in this growth.

Heading up a small but effective team and reporting to the Group Financial Director, the successful candidate will take full day-to-day responsibility for the accounting function, including production of annual financial

statements for group companies and regular monthly management information for the Board. Other responsibilities will include ad hoc planning exercises and company secretarial duties.

Applicants should be Chartered Accountants who have gained several years sound financial accounting experience in a progressive commercial environment.

Previous property experience is desirable, though not essential, but you will be expected to demonstrate a mature self-assured approach, the ability to gain the confidence of the Board and the ambition and potential to succeed the current Financial Director in due course.

Please write, in confidence, with full career details, quoting ref C7358, to Paul Carvosso.

KPMG Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

Brown & Root

London

Qualified Accountants

Brown & Root is one of the world's largest engineering and construction companies. It has worked offshore in all of the major oil and gas producing areas, and has been instrumental in the design and construction of over half the platforms and pipelines for North Sea Oil and Gas production.

In line with the Company's forward strategy, they are currently seeking to strengthen their Head Office Accounting Division with the following senior appointments:

Financial Manager £ Excellent + car + benefits

Reporting to the Senior Administrative Manager for Brown & Root Construction, and supervising a team of twelve, this position would provide responsibility for the Company's management reporting functions throughout Europe. There will be considerable exposure to multi-currency contracts and the selected candidate will be expected to assist in the preparation of business plans as well as the development of the accounting function.

Candidates, preferably aged between 27-35, should possess a recognised accounting qualification (ACCA, ACMA, or ACA) and be able to combine sound financial accounting experience with a willingness to work within a dynamic and commercial environment. You will currently be working in industry or commerce and experience in the engineering/contracting sector would be an advantage.

Interested applicants should contact Gerald Whiting on 01-831 2000 or write to him enclosing a comprehensive curriculum vitae at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH, quoting ref: 2090.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide

A member of Addison Consultancy Group PLC

Financial Director Designate Financial Futures

Central London

Our client, a rapidly expanding financial and commodity futures related company, is seeking to recruit a Financial Director Designate.

The requirement is for a highly intelligent, qualified accountant who will readily understand and contribute to the overall management of a unique and complex business. Initially, you will be involved in developing systems and controls within the financial area. Once established, you will maintain responsibility for financial control and reports and will play a key role in the overall management of the business as part of a three person management team.

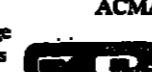
The company envisages the possibility of a Stock Exchange listing in the not too distant future thus experience in this

area would be an advantage.

The successful applicant will be able to demonstrate a first rate academic background in addition to a shirt sleeves approach and an aptitude for hard work and commitment. You will be aged 28-40 and almost certainly have experience in the financial futures or commodities field.

The remuneration package is negotiable and will include a bonus and the prospect of share options in the future.

Interested candidates who meet these requirements should write, enclosing a comprehensive curriculum vitae, to Philip Rice MA, ACMA, Executive Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH, quoting ref: 439.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide

A member of Addison Consultancy Group PLC

Young Accountants

financial analysis and systems control

£20-25,000 + mortgage etc

systems control, ensuring that new systems meet user requirements and assisting with specifications for further developments.

Requirements for both include good communication skills and accounting experience gained in a large organisation. The systems role calls for experience of systems development and control.

Future career prospects are extensive.

Please write with full career details or telephone David Tod BSc FCA quoting reference D/635/PF.

Lloyd Management

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

FINANCE MANAGER & FINANCE EXECUTIVE ASSET FINANCING AT THE SHARP END - LONDON

To stay at the forefront of worldwide communications today requires the development and proper exploitation of frontier technology, deploying the very latest earth stations, satellites, fibre optics, submarine cables etc. all controlled by specially designed state-of-the-art computing systems. These form the core of our assets. The function of financing these assets is a major task - both in size and complexity.

Within the world of high technology, few companies can match the breadth and depth of Cable & Wireless. In no less than forty-five countries worldwide, the Cable & Wireless Group is the clear leader in national and international communications.

We are now looking for two people, who could possibly be working currently in a banking environment or for a multi-national of similar status, to play key roles in our financing team. The people we are looking for will have strong personalities and have an attention to detail that will enable them to 'argue their case' at the highest levels.

Candidates must be able to communicate

effectively, both within and outside the Group, as they will be heavily involved in decision making to obtain the most cost-effective financing for major capital expenditure.

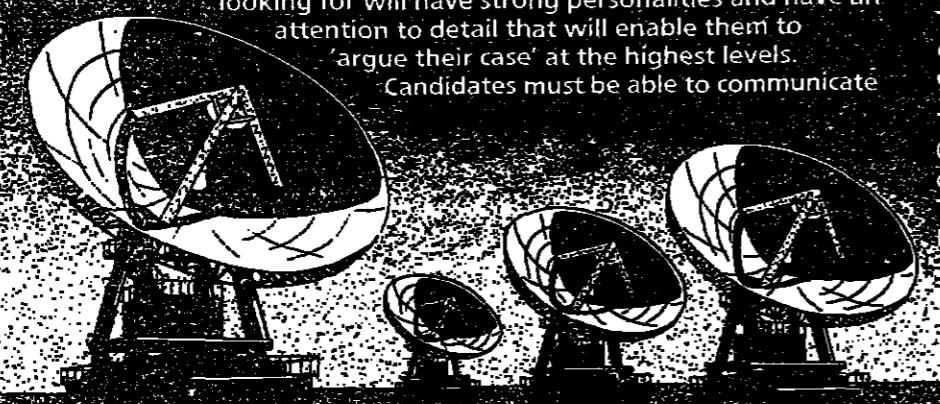
Both the Manager and the Executive should be familiar with a broad range of asset-based financing techniques. The Manager will also be expected to have extensive experience of application; and ideally should have a practical knowledge of capital markets, commercial paper programmes and aid support programmes worldwide. The Executive may have more limited experience in some areas.

You should have an honours degree or business degree specialising in finance, whilst an MBA, ACT, or recognised banking qualification, would be an advantage. As you would expect, the job involves the use of computer based systems, so a familiarity with P.C.'s is important.

The salary and fringe benefits packages are open to negotiation, based on your individual experience. The relocation package will be similarly generous, for those who require it.

To find out more about these challenging careers, please phone 01-405 4980 (24hrs) for an application form or write with career details, quoting ref: 367/FT, to:

The Recruitment Manager, Cable & Wireless plc,
Mercury House, Theobalds Road, London WC1X 8RX.



Cable and Wireless
Helps the world communicate

City Treasurer

c. £34,000

Coventry's City Treasurer Arnold Morton, presently President of the Chartered Institute of Public Finance & Accountancy, retires at the end of October, 1987.

Coventry has for decades been renowned for the quality of the accountancy and financial management and advice provided by successive city treasurers and their staff.

To quote a recent Audit Commission Report on Coventry's Management - "The Department has a tradition of high quality work... it is also part of Coventry's culture that the Treasurer's staff are involved in all major issues at an early stage, and his opinion carries much weight in final decisions."

We are looking for an individual of exceptional ability and personality who will continue and develop this tradition of excellence.

Someone who can do so in the toughest financial and managerial climate the City has ever faced.

Someone who can help the Council achieve more with less resources, who can help the authority in economic base, and can help the authority survive and thrive in the new era of competitive competition and the enterprise culture.

Coventry has long been known for preferring a corporate, rather than departmental approach. We are looking for someone who will work effectively as part of a team, but who knows the difference between "corporate" and "consensus", someone who can form a close knit partnership with the Chief Executive.

And someone who can do all this in a situation where his/her department and resources are subject to perhaps even greater financial pressures than the authority as a whole.

The successful candidate will be a professionally qualified accountant with extensive, senior level experience of working in an intensely political environment. He or she will be a good communicator, used to working under pressure and politically aware/sensitive. Coventry City Council is a metropolitan authority with an annual gross revenue expenditure of over £300m and capital of £45m. The City Treasurer also acts as Treasurer to the West Midlands Passenger Transport Authority which has expenditure of around £60m p.a.

For an application form and further particulars please telephone or write to the Head of Manpower Services, Christchurch House, Greyfriars Lane, Coventry, CV1 2QL - telephone 0203 255555 ext. 2521.

After studying the details, prospective candidates are invited to call on Bob Tait, the City Executive, on 0203 255555 ext. 2020, if they would like an informal discussion before making formal application.

Closing date: 4th September 1987.

We welcome applications from men and women regardless of disability, race or marital status.

TELEPHONE NOTE: To improve its service to its customers Coventry City Council is installing a new, Coventry made, G.E.C. Reliance digital telephone and data exchange - as a result, from 2nd September, the Council's main telephone number will be (0203) 833333.



International Banking Operational Review

City of London

c. £25,000 + full banking benefits

Our client, an international banking operation, was founded in the early 1900's and has played a significant part in helping to establish the City of London as a major world wide financial centre.

Since its formation, the Bank has expanded considerably, culminating in a balance sheet valuation of £2.3 billion at the end of 1986.

The Bank, in line with other major financial institutions possesses a stringent operational review function. They now wish to appoint a Deputy Manager for this department. This position would be more attractive to a young qualified accountant who during his or her training period has gained first class experience of working with Banking/Financial organisations.

Interested applicants should write, enclosing a full C.V. and quoting reference number 13/20 to:-

AGB Executive

173 SLOANE STREET
LONDON SW1X 9QG

WLG Williams Lea Group

Chief Accountant

South Coast

c. £20,000 + Car

Guardian Card Systems Limited, a fast-expanding member of the Williams Lea Group, located at Lewes in Sussex, produces high security plastic cards for credit and banking transactions, identification and access control systems.

It now requires a dynamic qualified accountant aged 25-30 with good industrial experience to help it grow. Responsibilities include period and statutory reporting, the preparation of short and long term plans, systems development and commercial input for decision-making.

Candidates should come from a manufacturing background, possess good costing and management information systems experience and have the personal qualities to make a significant contribution to a young and enthusiastic management team.

Please reply in confidence with a comprehensive curriculum vitae including details of current earnings and a daytime telephone number to D. E. Shribman.

HUDSON SHRIBMAN
THE COMPLETE FINANCIAL SELECTION SERVICE

Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

FINANCE DIRECTOR

West of England

c. £28,000 + Car

Hollis plc, a substantial and rapidly expanding industrial conglomerate, seeks a Finance Director for the major company within its Engineering subsidiary, Stothert & Pitt, based at Bath. The company manufactures cranes and contractors plant and carries out major engineering projects.

Responsibilities cover all aspects of financial control and reporting, including the development of management information systems relevant to a manufacturing environment, as well as a significant commercial role in the company's development.

The successful candidate will be a qualified accountant aged 30-35 and is likely to have a strong shop-floor background including standard and contract costing systems. They will also have the ability to communicate well at all levels.

Please reply in confidence with a comprehensive curriculum vitae including details of current earnings and a daytime telephone number to D. E. SHRIBMAN.

HUDSON SHRIBMAN
THE COMPLETE FINANCIAL SELECTION SERVICE

Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

FINANCIAL CONTROLLER

c. £25,000 + CAR

Linx Printing Technologies is a new name in the package printing industry, involved in the development of advanced ink jet printers. The Company is seeking to recruit an experienced accountant (ACA, ACMA) who will have gained significant post-qualification experience in an industrial or commercial environment. The successful candidate will be responsible directly to the Managing Director for the design and development of all the financial control systems, in what will be a rapidly expanding Company.

In addition to his responsibilities for the total finance function the Financial Controller will be expected to contribute, as an equal member of a young and aggressive executive management team, to the overall strategic development of the Company. A board appointment could be anticipated as a result of successful performance in this position. The employment package offered will include the option of equity participation.

Applicants should write with a detailed CV to:

E. A. Richardson
Linx Printing Technologies Limited
33 Stephenson Road, St. Ives, Huntingdon
Cambs PE17 4WJ

LINX

FINANCIAL CONTROLLER

DIRECTOR DESIGNATE

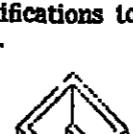
circa £20,000 + benefits

We are a rapidly expanding young Company in the office furniture industry. We have our sights firmly fixed on a market flotation within the next five years and we are seeking a young, enthusiastic, hi-tech orientated financial controller with either chartered or certified accountancy qualifications to guide us to our goals in a controlled and business-like fashion.

The successful applicant will be between 26-36 years of age, have a strong business flair and be adept in devising workable analytical systems and have the strong desire to become totally involved in our business.

Apply in writing with full curriculum vitae to:

Retained Recruitment Consultant
Matthew Jackson
Qubix Limited, 9 Whitefriars Estate,
Tudor Road, Harrow HA3 5TD



Qubix Limited
Office Systems Furniture

Group Financial Accountant

NE London

c. £20,000 + car

Our client, a leading British FMCG manufacturing company, is now seeking a Chartered or Certified Accountant.

The Group Financial Accountant, who reports to the Finance Director, is responsible for the Group's Financial Accounting, Currency Accounting and Credit Control and other areas including Purchase and Sales Ledger, Wages and Salaries.

The position demands public practice or basic commercial experience, a high standard of technical competence including some experience of consolidation and the ability to manage up to 8 staff, with computer support.

The salary package includes a number of benefits normally associated with a company of this size.

Applicants who feel they meet the requirements of the job, should write with a detailed cv to Mike Swaine, quoting ref: F1/13/8, at the address below. Please state clearly companies you do not wish your application to be forwarded to.

B&B

197 Knightsbridge, London SW7 1RP

FINANCIAL CONTROLLER

MANCHESTER

c. £18,000 plus BONUS plus QUALITY CAR

PB Hire Services, part of the Mowlem Group, has rapidly established itself as a market leader in the supply of plant and ancillary equipment to the construction industry throughout the UK. In line with our commitment to continued growth we now wish to appoint a Financial Controller at our Head Office in Manchester. Reporting to the Finance Director, and supported by a staff of 12, you will ensure strict financial controls throughout the company, in addition to supervising various accounting functions such as cash flow, budgetary planning and control etc. Particular emphasis will be placed on computerised accounting techniques and the use of spread sheets. Aged 25-35 and a qualified accountant you will have relevant financial experience at a senior level, combined with commercial awareness necessary for a key position of this kind. Career opportunities within the Company are excellent.

Please apply in writing to the Personnel Department, P. B. Hire Services, 2nd Floor, Circa House, Loxton Road, Davyhulme, Manchester M21 1SU.

**PB
HIRE
SERVICES**

H
HENDERSON
ADMINISTRATION GROUP PLC

COMPLIANCE MANAGER

c.£28,000 + profit share and excellent benefits

Henderson Administration is an International Investment Management Group managing funds of approx £8 billion for UK and International clients in the world's major stock markets. It is one of the largest independent British investment management houses, highly regarded in the City and by major institutional and private investors.

This new post offers an exciting and challenging opportunity for a high-calibre, young Chartered Accountant who has had at least 5 years post-qualifying experience. Familiarity with the City's institutional environment is desirable but not essential.

Candidates need a high degree of maturity, self-motivation and communication skills, and the ability rapidly to acquire an understanding of the diverse technical systems and legal issues involved in establishing a compliance and internal audit unit within the organisation. This high-profile position will report to the Group Compliance Officer.

The highly attractive salary and benefits package includes a car and non-contributory pension scheme.

Please write with career details quoting reference BH.776 to Tony Burden, Executive Selection Division, 18 Grosvenor Street, London W1X 9FD.



ESD is the Executive Selection Division of EAL International

FINANCE and OPERATIONS DIRECTOR

WAPPING

c. £30,000 + Equity Option + Car

The Facility Group, a rapidly-expanding group of companies specialising in property services, particularly the supply of quality office furniture systems, design services and computerised property management systems, is seeking a Finance and Operations Director.

Based at our recently-opened Wapping Head Office and Showroom this person will report direct to the Managing Director and will be responsible for managing all finance, accounting and administration functions as well as supervising the logistics of supply, distribution and installation procedures.

The person chosen will be a qualified accountant, probably aged under 40, who can display a successful track record within a commercial environment. The ability to "roll up one's sleeves" and deal with day-to-day problems is essential.

This is an exciting opportunity to become an integral part of a successful rapid-growth company.

Please call John Dodds on 01-238 8741 (evenings) if you would like more information.



Applications with full curriculum vitae should be sent to:

John Dodds, The Facility Group, Riverside Gallery, 2, O & N Metropolitan Wharf, Wapping Wall, London E1 1AA

PROJECT ACCOUNTANT

Salary negotiable dependent on experience

Benefits package includes car, medical insurance, pension scheme, and relocation assistance where appropriate

H. Samuel, Britain's largest jeweller with over 350 branches, and part of the expanding Partners Group, requires a Project Accountant to continue the installation of new computer systems and software.

Reporting to the Finance Director the responsibilities include overseeing the introduction of systems to accommodate the present and future expansion of the company and further develop the financial and management reporting.

The successful candidate will be qualified with proven experience in systems development, preferably in a retail or multi-site operation. The ability to work under pressure in a fast moving environment and to communicate at all levels is necessary.

The position will be based in Birmingham and career prospects within the group are excellent.

Please forward a CV with details of current salary to:

Finance Director, H. Samuel Limited, Hunter's Road, Birmingham B12 5DS.

H.SAMUEL

Qualified Accountants

Up to £20,000 per annum plus excellent benefits

Our client is the British Operation of a European Multinational with major interests in industrial, pharmaceutical, agricultural and consumer fields on a number of sites in the UK. It seeks to recruit Qualified Accountants to join its HQ some 60 miles west of London, as Business Group Accountants. Work will involve regular production, monitoring and interpretation of financial information to non-accounting managers, allied to updating of computerised systems used for Management Information Systems. Candidates will have both financial information preparation and main frame computer experience in either professional or commercial fields allied to good communication and leadership skills. Promotion prospects are excellent and remuneration package will be above average.

Apply in confidence to Hamilton Howatt, John Court & Partners, 104 Marylebone Lane, London W1M 5FU stating how you meet our client's requirements and quoting C495/FT. Both men and women may apply.

JC&P
Management
Selection and
Search

Financial Controller

Ashford, Kent

Attractive Package

In the competitive world of colour cosmetics, the name of Rimmel International speaks for itself. Since its acquisition by a major U.S. multi-national group, the company has developed a proven track record of volume and earnings growth consistently ahead of the market. Rimmel are now looking to use their current success as a springboard towards realising their future potential as part of newly formed European Cosmetics Group.

Within this progressive and successful environment there is a need for a Financial Controller who will be responsible for managing the activity of the accounts function. Responsible to the Financial Director, this role will involve the supervision, motivation and development of a team of 11, and responsibility for the management of the accounts function at both the tactical and the strategic plan implementation levels.

The company offer an attractive remuneration package which will reflect the high calibre of candidate they seek; this will include an appropriate salary, company car, private health insurance and relocation as necessary. Do you measure up? Have you got what it takes to join the fastest growing major cosmetics company in the U.K.? For further details or an application form, write to Russell White, quoting LG 2982, or forward your Curriculum Vitae for his attention.

Telephone: 01-408 1694

Management Personnel
Management Personnel Selection & Recruitment
2 Swallow Place, LONDON W1R 7AA

Financial Controller

c.£20k + car + benefits

Our client, a long established and well respected private organisation is seeking a qualified and business minded accountant to complement its existing young management team.

Being recognised as one of the top companies in its field, it has built up its reputation by providing a highly professional service to a wide range of clients; it is therefore essential that you have the poise, confidence and professionalism to be an ambassador for the company through client contact.

Probably in your late 20's and reporting directly to the two partners, you will need to be able to determine the overall financial planning and strategy, whilst keeping close to your department of 20 people overseeing the day to day accounting function.

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Personnel Director
Industrial Division
Bunzl plc
Stoke House
Stoke Green, Stoke Poges
Slough SL2 4HS
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NEWLY QUALIFIED ACCOUNTANCY APPOINTMENTS

The Financial Times has arranged with the Institute of Chartered Accountants to publish a list of those candidates who were successful in the recent PII examinations. We propose to publish the list in our issue of Thursday 24th September, which will also contain several pages of advertisements under the heading "Newly Qualified Accountancy Appointments." The advertising rate will be £43.00 per single column centimetre; special positions are available by arrangement at premium rates of £52.00 per

GUIDE TO RECRUITMENT CONSULTANTS

Entries in the Guide will be charged at £65.00 which will include company name, address and telephone number and additional information will be charged at £12.50 per line.

For further details please contact:
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Appointments Advertisement Manager
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FINANCIAL TIMES
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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday August 13 1987

Property Matters to

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FCC ruling denies GenCorp renewal of broadcasting licences

BY JAMES BUCHAN IN NEW YORK

GENCORP, the Ohio-based conglomerate which is radically slimming down its operations, faces a steep new obstacle to disposing of its RKO General broadcasting business after an administrative law judge stripped the company of all its radio and television licences.

In a stinging indictment of financial and other irregularities he found at RKO, Judge Edward Kuhlmann at the Federal Communications Commission on Tuesday denied the company licence renewals for its two television stations and 12 radio stations scattered between Boston and Los Angeles. The judge said that no case ever decided by the Washington licensing authority presented "dishonesty comparable to RKO's".

GenCorp's stock price, which fell 53% on Tuesday, slid a further 53% in early trading yesterday morning. The group, which in June sold its General Tire business to Continen-

tal Gumm-Werke of West Germany, said yesterday that it would immediately appeal the decision to the full commission.

Mr William Reynolds, chief executive of the Akron-based conglomerate, called the judge's decision "extraordinary, unprecedented and unsupportable".

GenCorp yesterday portrayed the decision as just "one step in a long process" stretching back 20 years, but it is bound to be a serious obstacle to the sale of RKO, which Wall Street believes could be worth over \$500m with licences and very little without them.

The sales are designed to help finance a \$150m repurchase announced in April to repel a hostile takeover. In particular, RKO is applying to the commission for approval of the sale of its Los Angeles television station, for which RKO is to receive \$217m from Walt Disney, and three radio stations.

International Thomson suffers earnings fall

BY DAVID OWEN IN TORONTO

INTERNATIONAL Thomson Organisation, the Toronto-based publishing, travel services and energy group, yesterday announced a sizeable downturn in net earnings from operations for the six months to June, despite sharply higher revenues.

In the latest period, income fell to \$US94m, or 15 cents a share, compared with \$35m, or 17.8 cents, a year ago. Sales, meanwhile, rose to \$1.46bn from \$1.1bn.

The group attributed the profits decline primarily to higher overheads resulting from the expansion of its leisure travel business.

In addition, the group said, recent information and publishing acquisitions traditionally earn most of their profit in the second half.

Nick Garnett on a US tractor and equipment maker that sees change as the key to success

Case restructures for future fields of battle

TO LIVE in the 1990s in this business changes have got to be made. You cannot afford not to."

Mr Dick Seagrave, senior vice president for European manufacturing at JI Case, the US farm tractor and construction equipment maker, is well placed to make such a comment.

Since buying most of International Harvester's farm equipment interests at the beginning of 1986, Case has been engaged in one of the most complex industrial restructuring exercises in recent years.

Many of the changes have occurred in Europe, which plays an increasingly large role in the Case empire and makes more agricultural tractors than Case in the US.

Plans' rationalisations and closures, reorganisation of component manufacture and agricultural equipment distribution, together with the first moves down the path to a common range of tractors, have all been on the agenda since Case IH was formed.

At the same time Case in Europe has been knitting together its long-standing earthmoving and farm machinery businesses. This has involved setting up a collective management, with all JI Case's Euro-

pean operations now run from a single office block in Walton-on-Thames near London.

Another sideshow, albeit an important one, has also been taking place. For many years Teameco, JI Case's parent, has owned a large share of Poclain, the French excavator manufacturer.

Management of what is Europe's biggest maker of excavators has now been brought fully into the JI Case fold while a reorganisation of Poclain's manufacturing will lead to the closure of two of its four French plants.

Before the merger Case Europe had sales of \$350m and 6,000 employees. Now it is a \$1bn business with 11,000 workers; if Poclain is included, turnover reaches \$1.3bn with a total workforce of 14,000.

Two of the main aims of buying IH's worldwide farm equipment interests were to make Case a leader in tractor manufacture and to use the benefits of size to rationalise and cut costs.

Mr Seagrave says there is still a lot to do. So far, he says, cost-cutting and rationalisation have been substantial.

Most of the changes have been in agricultural machinery. Before the merger Case in Europe was a small



A Case tractor: vital component in move to the big league

producer, dependent on the former David Brown tractor business in the UK, which it bought in the early 1970s.

Overnight the IH acquisition increased Case's farm machinery interests in Europe several fold. It gave it more plants, added International's range of 35 horse-power to 145hp tractors to its own 41hp-105hp as well as providing combine harvester manufacturing facilities.

Distribution was the first area tackled. The merger gave the new

business 2,200 outlets. The Case and IH distribution system has been integrated into a total of 1,600 outlets.

However, much of the sweat and heartache have been expended on rationalising manufacturing.

International's combine plant at Angers in France was closed. Its St Croix facility which made combines and components was scaled down.

Big combines are now brought from East Moline in the US while Case also buys machines from

Dronningborg, the Danish producer of small combines.

It was also decided that International's facility in Doncaster, England, would not only continue making tractors but would be the world's source for Case IH's combine transmissions.

Assembly of two models of the large two-wheel-drive tractors in the 120hp to 140hp range were also brought from the US to Doncaster, and the UK plant was chosen as the main manufacturing source of transmissions for these tractors, too.

This move was associated with the closure of International's 2m sq (18,500 sq m) Farmall facility at Rock Island, Illinois, the biggest plant closure in the history of the US farm machinery industry.

Some 700 machine tools were transferred from Illinois to Doncaster. To cope with these changes an International plant at Doncaster was re-opened, giving Case IH two plants in the town.

The Farmall move was the only significant plant closure in the US since the merger.

Case says there are tremendous possibilities for cost savings in component rationalisation. For example,

Dome Mines merger

BY ROBERT GIBBENS IN MONTREAL

THE MERGER of Dome Mines, one of Canada's oldest gold mining companies, with Place Development, a Vancouver-based international mining group, and Campbell Red Lake Mines, a smaller Canadian gold producer, is going ahead.

About 95 per cent of the votes passed at a Dome Mines shareholders' meeting in Toronto favoured the merger, and shareholders of the other two companies were expected to vote in favour at separate meetings later in the day.

Giant Yellowknife Mines, controlled indirectly by the Ariadne group of Australia, had tried to block the merger by offering more than C\$450m (US\$340m) for the 21.5 per cent controlling block in Dome Mines held by Dome Petroleum.

However, the C\$21.50-a-share cash offer was refused by Dome Petroleum, which voted its stock in favour of the three-company merger.

Dome Petroleum will have an 8 per cent interest in the merged group, which will be Canada's leading gold producer and an international base and precious metals company with interests in Australia and other parts of Asia, besides North America.

First-half earnings slide at Novo

BY HILARY BARNES IN COPENHAGEN

FIRST-HALF earnings by Novo, the Danish pharmaceuticals and enzymes producer, continued to slide under pressure from adverse currency movements and increased marketing expenses, according to the interim statement.

Pre-tax earnings were down to DKK33m (\$4.57m) from an interim DKK39m last year, and earnings per share slipped from DKK0.95 to DKK0.69. This came on sales up from DKK2.12m to DKK2.37m.

The value of the krone increased by about 7 per cent against the currencies in which Novo invoices, with the value of the dollar down by 19 per cent, cutting DKK7m from the sales figure, said Novo.

Sales by the pharmaceuticals division were unchanged although insulin volume sales were down slightly. Marketing expenses by the division were increased by 25 per cent to meet increasingly tough competition in the insulin market.

Novo said it had introduced Novopen, its new injection system, in 26 countries and sales were increasing substantially.

Sales for the bio-industrial side, dominated by enzymes, were down by about 5 per cent although the volume sale of enzymes was unchanged.

Gulf Canada doubles profits

BY OUR MONTREAL CORRESPONDENT

GULF CANADA Corporation, controlled by the Reichmann Brothers of Toronto, posted a first-half profit of C\$16.9m (US\$12.7m), or 73 cents a share, from continuing operations, up from C\$8.8m, or 34 cents, a year earlier.

The company was reporting for the last time under its old structure.

Gulf has been split into three separate publicly owned companies: Gulf Canada Resources, continuing the oil and gas operations; Albiti-Price, the forest products group; and G.W. Utilities, holding Gulf's remaining businesses.

This announcement appears as a matter of record only.

21st August, 1987

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Citicorp Investment Bank E. F. Hutton & Company Inc.
Citicorp, N.Y.

July 16, 1987

SARA LEE CORPORATION

Summary of results for the year ended June 27, 1987

(Dollars in millions except per share data)	Full Year 1987	Per cent. Increase	Fourth Quarter 1987	1986
Net sales	\$9,154.6	7,937.7	15.3	\$2,363.5
Pre-tax income	\$447.9	\$355.6	25.9	\$110.0
Net income	\$267.1	\$223.5	19.5	\$71.6
Earnings per share	\$2.35	\$2.02*	16.3	\$0.63
Dividends	\$0.95	\$0.75*	21.8	\$0.56*

*Related to reflect 1986 2-for-1 stock split.

In U.S. based operations, new products, new distribution channels and aggressive marketing served to increase results in all core businesses. Unit volume growth continued strong: +9% frozen baked goods; +8% processed meats; +10% hosiery; +16% knit products; +5% foodservice.

The major international businesses, Douwe Egberts and Nicholas Kiwi, had good results in local currencies and were favourably affected by the weaker dollar. International coffee volume grew 5%.

Sara Lee Corporation, Three First National Plaza, Chicago, Illinois 60602

Wells Fargo & Company

U.S. \$250,000,000

Floating Rate Subordinated Notes due 1997

In accordance with the provisions of the Notes, notice is hereby given that for the interest period:

13 August, 1987 to
13 November, 1987
the Notes will carry an interest Rate of 7 1/4% per annum.

Interest payable on the relevant interest payment date 13th November, 1987 will amount to US\$182.08 per US\$10,000 Note.

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U.S. \$150,000,000

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INTL. COMPANIES and FINANCE

Japanese companies plan back-door listings in HK

By KEVIN HAMLIN IN HONG KONG

TWO POWERFUL Japanese property concerns plan "back-door" listings on the Hong Kong Stock Exchange, accomplished through the acquisition of dormant companies, despite a recent warning from the territory's Securities Commission that such manoeuvres pose an "unnecessary risk to the reputation of the Hong Kong market."

Eie Development, controlled by Mr Harunori Takahashi, is to buy a majority stake in New Era Land and Securities Investment Company, which has not traded since last November, for HK\$102m.

In April, Eie, which has interests in financial services, computers, hotels and property, bought a 50 per cent stake in

shipping and other activities in Hong Kong and the Asian Pacific region."

Back-door listings are frowned upon by the Securities Commission and the stock exchange because they allow companies to sidestep the need to demonstrate a five-year trading record, the normal qualification required for a listing.

A number of such listings have in the past been a source of controversy in the territory, and have provided a flow of often speculative stocks on to the exchange.

A senior official at the Securities Commission recently suggested that dormant companies should be removed from the stock exchange onto a secondary stock market.

Botswana RST down at interim stage

By Jim Jones in Johannesburg

BOTSWANA RST (Botrest), the copper and nickel mining company, cut metal production in the first half of 1987 while its main flash furnace was refurbished. Nevertheless, sales of metal were higher than in the corresponding period of 1986, though interim sales revenue and operating profits fell.

The mine produced matte (smelting product) containing 6,224 tonnes of nickel and 7,442 tonnes of copper during the first half against 10,173 tonnes of nickel and 11,212 tonnes of copper in last year's first half.

Interim turnover dropped to 51.7m pula (US\$2.3m) from 54.4m pula and operating profits before tax and interest tumbled to 1.3m pula from 15.7m pula.

Last year turnover was 58.9m pula and operating profits 18.1m pula.

The company has an accumulated deficit of 1.68m pula, which has been financed by Anglo American Corporation, Botrest's controlling shareholder. Anglo says that Botrest is unlikely ever to pay a dividend.

In recent weeks the company's shares have traded actively and risen sharply on several stock exchanges on speculation that Anglo planned to convert Botrest into an international holding company.

South African Eagle in profit

By OUR JOHANNESBURG CORRESPONDENT

SOUTH AFRICAN Eagle, the short-term insurer, returned to profit in the six months to June 30, 1987 principally because it gained business in the wake of the collapse of a competitor. The directors also said that the underwriting profit was possible as South Africa suffered no natural catastrophes during the year's first half.

Gross premiums written rose to R127.6m (US\$10m) from R153.5m in the first half of 1986 and the first half's underwriting surplus was R3.15m.

The first half's earnings rose to R1.4m for 1986 as a whole. The first half's earnings rose to R1.4m a share from R7.3 cents and the interim dividend has been lifted to 3 cents from 21 cents. Last year's full earnings were 119.9 cents and a total dividend of 75 cents was paid. The company is a subsidiary of Eagle Star Holdings of the UK.

Indonesian speculators under fire

By JOHN MURRAY BROWN IN JAKARTA

IN INDONESIA the speculators are under fire. The businessman who buys dollar bonds to hedge against currency fluctuations is branded by officials as unpatriotic. The peasant farmer who indulges in a five-cent flutter on the football pools is accused of witchcraft by Moslem scholars.

The stock exchange, which might otherwise have provided a safety net for both practices, remains hamstrung by a lack of resources, but in so doing missed out on the share boom currently taking the rest of Asia's tiny markets by storm.

Cautious as ever, Bank Indonesia, the central bank, last month unveiled its latest plan to restore confidence in the rupiah and see off the worst crisis in Jakarta's money markets in over two years. Mr Arifin Siregar, the bank's governor, announced that henceforth both the SBI and SBU—the two instruments used to regulate money supply—will be confined under the hammer of a daily auction.

Both short-term instruments—Bank Indonesia's certificates of deposit (SBI), for banks with excess liquidity, and its money market securities (SBU)—were introduced to iron out day-to-day fund management problems following deregulation of the banking sector in 1983. Bank Indonesia now wants to curtail their use, reduce the money supply, and so disarm the speculator. Banks complain that money is already too tight, borrowing costs too high, and, as a result, business is suffering. The rupiah on the upswing reached fever pitch in May and early June. Daily turnover rose as high as US\$120m on a hour-

more used to levels of \$20m.

This put pressure on the balance of payments, despite the

improved price of oil, the country's main export.

In a six-week period, the

central bank was forced to sell

US\$11.8m just to maintain its

managed float of the currency.

The bank then raised interest

rates for the second time in two

months—with those on deposits

up to between 18 and 24 per

cent to re-establish the

rupiah's interest differential

with the dollar and stem the

flight of capital.

When that failed, state run

corporations like Pertamina

and the state-owned oil

reserves ordered to withdraw deposits

with state banks and take out

SBU's. With state banks ac-

counting for about 80 per cent

of total savings, this meant a

drain on liquidity. The govern-

ment also called for all out-

standing SBU's to be repaid to

the bank whether due or not.

Waning confidence

Interbank call rates jumped as high as 40 per cent as bankers scratched around for rupiah to meet their SBU borrowings. Many raised rates still further to attract additional deposits. Some even drew down their foreign reserves. The roadside money chain, the last link in the chain, found himself clean out of rupiah.

However, officials were able

to claim the mopping up opera-

tion had absorbed 1,000bn

rupiah, pushing Bank Indo-

nese's reserves back to nearly

US\$9bn, cutting money in cir-

culation to a little over 10,000bn

rupiah and restoring order in

the market, at least for the time being.

Confidence in the rupiah had been waning since the currency was devalued last September by 31 per cent against the dollar. Dr Ali Wardhana, the Finance Minister, did his own calculations and called it a 45 per cent realignment. Either way, banks say the currency is still overvalued.

Amid rumours of a further devaluation, or worse still the imposition of exchange controls, more than US\$1.8m left the country in December and January. Cash-rich Japanese corporations were partly to blame, covering themselves before going home for the Christmas break.

Many subsequently took dollar swaps with the central bank to finance their rupiah working capital needs. With this latest squeeze, the bank no longer needs rupiah for the hitherto the money market's only hedging device. Domestic borrowing is still ruled out too, with corporate money at 30 per cent in a shrinking consumer market, where per capita income barely breaks through US\$500.

In any event, banks are reluctant to lend at such rates when inflation at around 9 per cent, up from 3 per cent before the devaluation, means profit on investment is hard to come by. Banks now turn to quick rotation of credit confirmation, like letter of credit confirmation, and savings management. Bank savings now stand at 10,000bn rupiah, compared with the country's GDP of 126,000bn rupiah, a budget of 22,000bn rupiah, and a stock market

Government wary

All transactions are matched—buyers with sellers—and daily price movements limited to a 4 per cent spread. Some days no business is recorded. However, given corporate needs, requirements are not overly keen to seek a listing. Besides, any new issue must show a 10 per cent profit in its last year of trading—not easy in the present economic climate.

Despite the growing cost of financing the budget by offshore borrowings, the Government is also wary of stoking up the market—mindful perhaps of the triple-digit inflation under which former President Suharto pitched the country into economic and political turmoil.

Officials also want to discourage speculation, particularly by Chinese who already control much of the economy and might use the marketplace to extend that power. So it came as little surprise when President Suharto recently ordered an inquiry into "Forkas." In some rural areas this daily footfall still generates more than the Government raises in taxes. For even the normally circumspect Indonesian, this sort of habit can be very catching.

Credit Suisse First Boston Limited

Deutsche Bank Capital Markets Limited

Algemene Bank Nederland N.V.

BNP Capital Markets Limited

Goldman Sachs International Corp.

Morgan Stanley International

Salomon Brothers International Limited

Union Bank of Switzerland (Securities) Limited

Banca Commerciale Italiana

Daiwa Europe Limited

Merrill Lynch International & Co.

Nomura International Limited

Shearson Lehman Brothers International, Inc.

S.G. Warburg Securities

Bank Paribas Capital Markets Limited

Generale Bank

Morgan Guaranty Ltd

Orion Royal Bank Limited

Swiss Bank Corporation International Limited

Credit Suisse First Boston Limited Agent Bank

Taiyo Kobe Finance Hongkong Limited U.S. \$100,000,000

Guaranteed Floating Rate Notes due 1997

Guaranteed to payment of principal and interest by The Taiyo Kobe Bank, Limited

For the three month period 11th August, 1987 to 12th November, 1987 the Notes will carry an interest rate of 7 1/4% per annum with a coupon amount of U.S. \$188.91 per U.S. \$10,000 Note and U.S. \$4,722.66 per U.S. \$100,000 Note, payable on 12th November, 1987.

Agent Bank

CIVAS 3 LIMITED U.S. \$300,000,000 Secured Floating Rate Notes due 1992

Interest Rate 7.48% p.a. Interest Period August 15, 1987 to February 4, 1988

Interest Payable per U.S.\$100,000 Note US\$3,000.00

Agent Bank

Collateralized Floating Rate Notes Due 1996

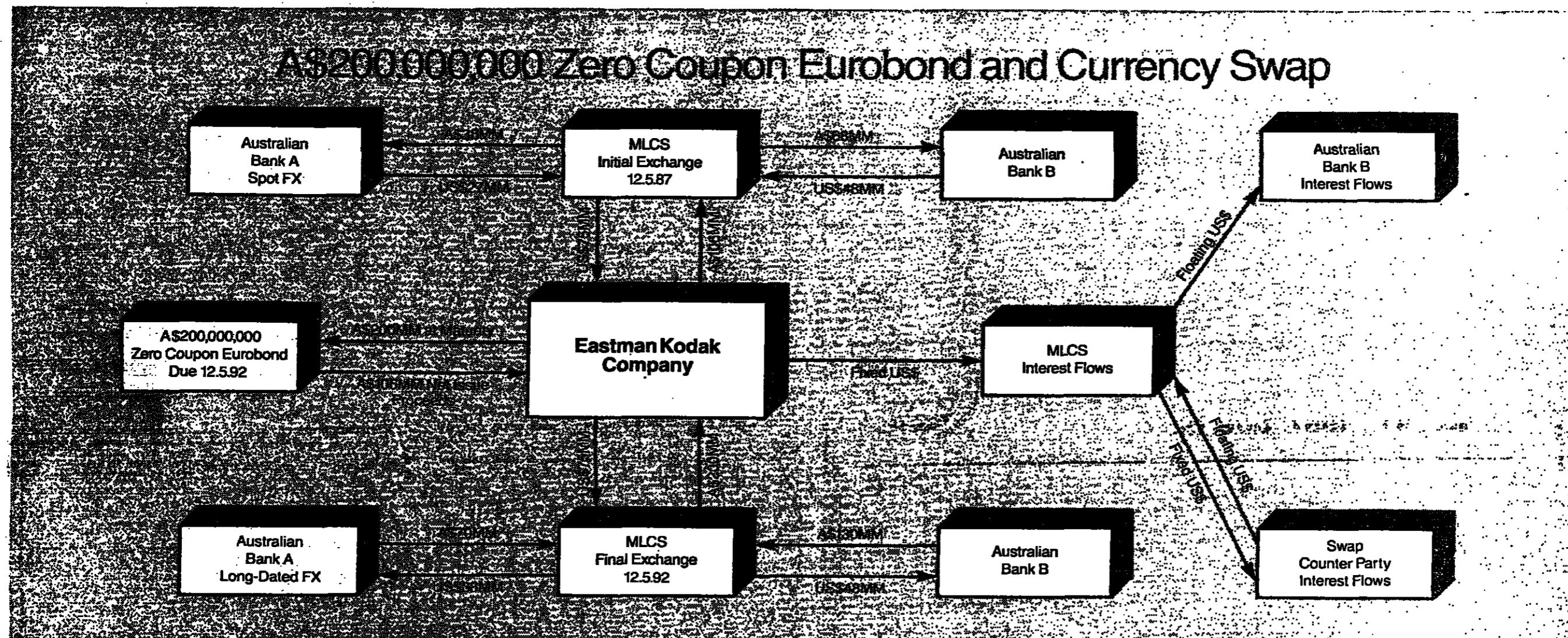
Interest Rate 7 1/4% per annum

Interest Period 13th August 1987

Interest Amount per U.S. \$100,000 Note due 13th November 1987 U.S. \$910.42

Harness the power

of a team of investment bankers who use the complex and constantly evolving swap markets to solve the diverse needs of its clients. For example, Merrill Lynch mobilized its worldwide resources to arrange a creative transaction for Eastman Kodak Company by underwriting and swapping an Australian dollar zero coupon eurobond to produce attractive dollar funding.



Merrill Lynch has the resources, the expertise and the execution capabilities to construct innovative solutions for the most specialized needs. With a team of dedicated professionals around the world, we can help our clients take advantage of the many opportunities

in interest rate and currency swaps.



Merrill Lynch

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New issue

25th June, 1987

U.S. \$130,000,000

Eastman Kodak Company

9% Notes Due 1990
with
130,000 Gold Warrants

Issue Price 113.175%

Union Bank of Switzerland (Securities) Limited

Banque Indosuez

Crédit Commercial de France

Shearson Lehman Brothers International

Banque Paribas Capital Markets Limited

DG BANK Deutsche Genossenschaftsbank

Goldman Sachs International Corp.

Leu Securities Limited

Mitsubishi Trust International Limited

Morgan Stanley International

Salomon Brothers International Limited

Société Générale

This announcement appears as a matter of record only.

New issue

9th July, 1987

Schindler Holding Ltd.

200,000 Bearer Participation Certificates
of Sfr. 100 par value each

Offer Price Sfr. 810 per BPC

Schindler

Union Bank of Switzerland (Securities) Limited

Credit Suisse First Boston Limited

Swiss Bank Corporation International Limited

Deutsche Bank Aktiengesellschaft

Julius Baer International Limited

Commerzbank Aktiengesellschaft

Kleinwort Benson Limited

Swiss Volksbank

S.G. Warburg Securities

Bank J. Vontobel & Co. AG

Banque Bruxelles Lambert S.A.

Bayerische Vereinsbank Aktiengesellschaft

Berliner Bank Aktiengesellschaft

Berliner Handels- und Frankfurter Bank

BNP Capital Markets Limited

Leu Securities Limited

Lombard, Odier International Underwriters S.A.

Pictet International Ltd

J. Henry Schroder Wag & Co. Limited

This announcement appears as a matter of record only. These Securities have not been registered under the United States Securities Act of 1933 and may not be offered or sold in the United States or to United States persons as part of the distribution.

New issue

7th July, 1987

U.S. \$200,000,000

General Motors Acceptance Corporation

(Incorporated in the State of New York, United States of America)

8 1/4 per cent. Notes due July 7, 1989

Issue Price 100.875 per cent.

Union Bank of Switzerland (Securities) Limited

Banque Paribas Capital Markets Limited

Commerzbank Aktiengesellschaft

Leu Securities Limited

Merrill Lynch Capital Markets

Shearson Lehman Brothers International

Algemene Bank Nederland N.V.

BankAmerica Capital Markets Group

Bankers Trust International Limited

Barclays de Zoete Wedd Limited

Chase Investment Bank

Compagnie de Banque et d'Investissements, CBI

Crédit Lyonnais

Daiwa Europe Limited

Dresdner Bank Aktiengesellschaft

Generale Bank

Goldman Sachs International Corp.

Kidder, Peabody International Limited

Mitsubishi Trust International Limited

The Nikko Securities Co., (Europe) Limited

Société Générale

S. G. Warburg Securities

Wood Gundy Inc.

Yamaichi International (Europe) Limited

Julius Baer International Limited

Banca del Gettardo

Banca della Svizzera Italiana

Bank J. Vontobel & Co. AG

Banque Bruxelles Lambert S.A.

Banque Générale du Luxembourg S.A.

Crédit Commercial de France

Girozentrale und Bank der österreichischen Sparkassen Alpenverein

Kreditbank International Group

Kuwait International Investment Co. s.a.k.

Kuwait Investment Company (S.A.K.)

Pictet International Ltd

Rabobank Nederland

Swiss Volksbank

This announcement appears as a matter of record only.

New issue

7th July, 1987

SANDOZ

Sandoz Ltd.

(Incorporated with limited liability in Switzerland)

25,000 Bearer Shares
of Sfr. 250 par value each

Offer Price Sfr. 12,200 per Share

Union Bank of Switzerland (Securities) Limited

Credit Suisse First Boston Limited

Swiss Bank Corporation International Limited

A

Algemene Bank Nederland N.V.

Banque Bruxelles Lambert S.A.

BNP Capital Markets Limited

Deutsche Bank Capital Markets Limited

Morgan Stanley International

Nomura International Limited

Phillips & Drew Limited

S.G. Warburg Securities

Wood Gundy Inc.

Julius Baer International Limited

Banca della Svizzera Italiana

Bank J. Vontobel & Co. AG

Compagnie de Banque et d'Investissements, CBI

Dariel & Cie

Leu Securities Limited

Lombard, Odier International Underwriters S.A.

Pictet International Ltd

Sarasin International Securities Limited

Swiss Volksbank

New issue

9th July, 1987

Schindler Holding Ltd.

200,000 Bearer Participation Certificates
of Sfr. 100 par value each

Offer Price Sfr. 810 per BPC

Schindler

Union Bank of Switzerland (Securities) Limited

Credit Suisse First Boston Limited

Swiss Bank Corporation International Limited

Deutsche Bank Aktiengesellschaft

Julius Baer International Limited

Commerzbank Aktiengesellschaft

Kleinwort Benson Limited

Swiss Volksbank

S.G. Warburg Securities

Bank J. Vontobel & Co. AG

Banque Bruxelles Lambert S.A.

Bayerische Vereinsbank Aktiengesellschaft

Berliner Bank Aktiengesellschaft

Berliner Handels- und Frankfurter Bank

BNP Capital Markets Limited

Leu Securities Limited

Lombard, Odier International Underwriters S.A.

Pictet International Ltd

J. Henry Schroder Wag & Co. Limited

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INTERNATIONAL CAPITAL MARKETS and COMPANIES

Swiss banks relax rules on syndication of issues

BY CLARE PEARSON AND ALEXANDER NICOL

DEUTSCHE BANK (SUISSE) will today issue a SFr 200m bond for its parent company, becoming the first foreign-owned bank to lead-manage an issue within the main syndicate of the Swiss foreign bond market.

The issue follows a relaxation of the syndicate rules announced by the major Swiss banks yesterday.

The relaxation, which allows foreign banks with offices in Switzerland to lead-manage issues for their parents, was seen as designed to increase the Swiss market's reciprocity with liberalisations in other financial centres.

Acting for the "Big Three" Swiss banks, Union Bank of Switzerland said that in future foreign-owned banks with offices in Switzerland would, under certain circumstances, be able to lead-manage issues for their parents.

Until now, foreign-owned banks have been barred from lead-managing bonds within the syndicate controlled by Union Bank of Switzerland, Credit Suisse, and Swiss Bank Corporation, although they have acted as co-lead managers.

The move is another landmark in the easing of the rigid listing procedures in the Swiss bond market, and contributes to the loosening of the capital market operated by the big three banks. Credit Suisse has recently tended to show greater independence from its two rivals.

Last year, in response to competition from foreign-owned banks in Switzerland, the leading banks cut their fees and loosened syndicate rules for allocating placements.

The syndicate is operated by the three banks, is made up of a group of Swiss banks as well as a number of foreign banks which may include foreign banks. Other Swiss banks may also lead-manage issues independently of this syndicate.

The second most important syndicate is operated by Handelsbank N.West, part of the National Westminster Bank group.

Deutsche Bank, which will also issue in the D-Mark market today, will announce a SFr 200m 10-year 4% per cent

INTERNATIONAL BONDS

per cent coupon. Both issues are through Deutsche Bank Finance (Curvesco).

Elsewhere in the bond market, high coupon sectors continued to dominate as the dollar sector was overshadowed by the US Treasury bond auctions, although the first auction in the three-part auction appeared to have gone well.

A rise in the Canadian Treasury bond market and the opening up of swap opportunities triggered a flurry of three issues in Canadian dollars, issued at Continental retail investors and meeting fair reception.

The largest, at C\$100m, was from GMAC Canada, led by UBS (Securities), with a 5% year life, a 10% per cent coupon and a 10% price.

The Canadian Bank made a C\$10m four-year issue with a 10% per cent coupon and 10% pricing, led by Citicorp Investment Bank. It met the best reception of the three, trading just within its fees.

Bayerhafen, the issuing vehicle for the West German bank, Bayerische Hypotheken und Wechsel-Bank, made a C\$65m five-year issue led by Banque Paribas with a 10% per cent coupon and 10% price.

The Australian dollar sector also saw two issues, even though swap opportunities are not plentiful at present. Credit Suisse First Boston led a A\$50m issue for BNP Australia with today.

In Switzerland, prices fell

within its fees. The three-year issue had about a quarter point.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Closing prices on August 12

DEUTSCHE MARK STRAIGHTS									
Arab Bank 10% 92	100	98	98	98	98	98	98	98	98
Arab Bank Co. 6% 95	100	98	98	98	98	98	98	98	98
BMW 5% 90	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 91	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 97	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 98	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 99	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 00	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 01	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 02	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 03	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 04	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 05	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 06	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 07	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 08	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 09	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 10	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 11	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 12	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 13	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 14	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 15	100	98	98	98	98	98	98	98	98
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Deutsche Bank Int. 5% 21	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 22	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 23	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 24	100	98	98	98	98	98	98	98	98
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Deutsche Bank Int. 5% 27	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 28	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 29	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 30	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 31	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 32	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 33	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 34	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 35	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 36	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 37	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 38	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 39	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 40	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 41	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 42	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 43	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 44	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 45	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 46	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 47	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 48	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 49	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 50	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 51	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 52	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 53	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 54	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 55	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 56	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 57	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 58	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 59	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 60	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 61	100	98	98	98	98	98	98	98	98
Deutsche Bank Int. 5% 62	100	9							

UK COMPANY NEWS

CU doubles its profits to £82m

BY NICK BUNKER

Commercial Union, the composite insurer, doubled pre-tax profits to £52.1m in the six months to June 30, and raised its interim dividend by an unexpectedly high 20 per cent to 6.35p.

CU also dismissed suggestions that it has been caught up in premium rate cutting in the US, where it suffered huge losses in the early to mid-1980s.

Mr Tony Brend, chief executive, said underwriting markets remained firm in most territories, although rate increases had slowed.

CU's results—which reflected the impact of three years of rate increases across most of its British and American business—were at the top end of the City's expectations. Leading stockbrokers analysts had been forecasting pre-tax profits of £75m to £82m after the 1986 half-yearly figure of £41.1m.

The shares closed up 2p at 361p.

In total US underwriting loss of about 14 per cent of premiums appeared, however, to be still about 10 percentage points worse than the US property/casualty industry average.

The strongest performance was in the UK (36 per cent of total premiums). CU reported total UK operating profits of £60.3m, up from £34.3m in 1986. The 1987 interim figure included pure underwriting profits of £900,000 on household fire and £4.2m on marine and aviation.

CU said it was targeting selected profitable segments of private motor and household insurance for expansion, partly because of low catastrophe claims, tight expense control and rate increases. CU said

these were running in the first half at an average of 9 per cent on personal lines and 15 per cent on commercial lines.

"We have not cut rates anywhere," Mr Tony Wynd, general manager (investments and finance), said.

CU said it was hit again by poor results on workers' compensation and on "involuntary business" which it is compelled to write by some state insurance departments.

In the Netherlands (21 per cent of total premiums) results were hit by severe winter claims and by a worsening of CU's bad motor claims experience. CU's Dutch operating ratio improved marginally to 108.4 per cent. The territory's pre-tax operating profit was £22.5m (£20.3m) with life profits up 18 per cent to £21.5m. See Lex

Saville Gordon accelerates to a record £5m

A SHARP advance through the second six months of 1986-87 enabled the John Saville Gordon Group to lift its profits for the full year from £2.53m to a record £6.04m at the pre-tax level.

Furthermore, Mr John Saville, the chairman, said yesterday that all divisions were performing well and a further profits improvement looked likely in the current year.

Meanwhile, shareholders dividend is being effectively doubled to 2.56p net via a final of 1.96p and a further scrip issue on a one-for-one basis is also proposed.

The year to April 30 saw group turnover rise from £11.9m to £15.62m and trading profits improve from £3.89m to £6.12m, made up to pipeline equipment and engineers merchants £1.54m (£1.37m), metal trading and scrap processing £2.64m (£452,000), dealing in

shares securities and commodities £1.97m (£869,000) and property investment £2.32m (£1.4m).

Mr Saville said the engineers merchants and stockholding division again increased both sales and profits despite weakness in steel and stainless steel stockholding in the early part of the year.

In the current year sales levels of the division were now buoyant and the chairman was looking for a further profits improvement.

The scrap division had been rationalised and now represents a smaller proportion of group activity. The first quarter had seen an uplift in demand which Mr Saville believed would be sustained, resulting in a much improved performance.

It was pointed out that the share dealing and commodity trading sector had had a very

satisfactory year and had provided a large cash flow from which the group had financed its growing property portfolio.

Mr Saville was confident that the recent sharp falls in share prices would present further opportunities for the profitable expansion of the dealing activities.

The year saw the property division produce a revaluation surplus of £5.07m. Also, the sale and repurchase of the Vaughan Estate provided a cash injection in excess of £3m which had been reinvested in property of "very good quality". Mr Saville noted that most of the estate had been let and an attractive yield was being achieved on the repurchase price.

Interest charges for the past year accounted for £1.5m (£1.68m) net tax for £1.55m (£1.62m). Earnings per 10p share amounted to 7.1p (3.1p). A profit of £3.92m (or £2.75m

after tax) arising from the disposal of the holding in Dupont was taken below the line as an extraordinary credit

● comment

JSG has reinvested the cash from its metalworking and scrapping operations in property and share dealing and its investment activities have not come to dominate—they provided 70 per cent of profits last year as against 53 per cent one year earlier.

Although the industrial side should pick up this year, speculation will concentrate on whether the company will turn one of its investments, in Antifer for example, into an acquisition. And despite the doubling in profits, investors looking for a return on the equity or property investment will probably be deterred by the remaining industrial interests, as yesterday's share price jump of only 2p to 131p showed.

Melex buys slice of Nesco

BY STEVEN BUTLER

Melex International a trading company active in west Africa, has acquired a 5.2 per cent stake in Nesco Investments, the principal business of which is in the Nigerian power industry.

Melex would only say that it had acquired the stake as an investment and that it expected good news about Nesco.

Nesco's turnover has dropped steadily for five years from £22.5m in 1982 to £4.54m in 1986. Pre-tax profits in 1986 were £270,000.

A hostile bid for Nesco seemed out of the question since about 60 per cent of the shares are held by four directors.

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PROFIT IMPROVEMENT CONTINUES DIVIDEND INCREASED

- Major improvement in cash flow and profitability
- Substantial increase in contribution from Eastern Canada
- Financial position strengthened by £40 million Eurosterling bond issue and disposal of UK marketing operation
- Focus on development of core businesses and restructuring of under-performing operations

- Net profit before extraordinary items up to £28.1 million
- Earnings per share up to 10.2p
- Cash flow from continuing operations up 36%
- Interim dividend up 15%
- Net debt down 17% in six months

SUMMARY OF FINANCIAL RESULTS

	First Half 1987 £million	First Half 1986 £million
SALES REVENUE	565.2	652.1
PROFIT/(LOSS) FROM CONTINUING OPERATIONS	21.6	(5.0)
NET PROFIT/(LOSS) BEFORE EXTRAORDINARY ITEMS	28.1	(11.9)
EARNINGS PER SHARE	10.2p	(4.4)p
CASH FLOW FROM CONTINUING OPERATIONS	71.1	52.4
INTERIM DIVIDEND (NET) PER SHARE	2.3p	2.0p



ULTRAMAR PLC, MORGAN HOUSE, 1 ANGEL COURT, LONDON EC2R 7AU.

Trafalgar House 'hard pushed' to win PPFPUT

By Nick Tait

Trafalgar House, the property, shipping and energy group, yesterday announced that it will be hard-pressed to win its long-running battle for control of Pension Fund Property Unit Trust at today's extraordinary general meeting.

CU said it was hit again by poor results on workers' compensation and on "involuntary business" which it is compelled to write by some state insurance departments.

In the Netherlands (21 per cent of total premiums) results were hit by severe winter claims and by a worsening of CU's bad motor claims experience. CU's Dutch operating ratio improved marginally to 108.4 per cent. The territory's pre-tax operating profit was £22.5m (£20.3m) with life profits up 18 per cent to £21.5m. See Lex

US acquisition boosts Smith & Nephew to £48m

Smith & Nephew, the medical and healthcare company which has shown consistent profits growth for many years, yesterday announced another good set of results.

Interim pre-tax profits in the 24 weeks to June 30, jumped 31 per cent to £48.4m (£37m), up 19 per cent higher at £251.6m (£212.1m).

The figures included a full contribution from Richards Medical, the US orthopaedic goods manufacturer which it bought for £234m last year and which performed in line with expectations, but excluded Smith & Nephew Anchor, which was sold for \$55m in February.

In the UK, the group said that sales and profits on medical activities were below expectations because of the low level of exports to the Middle East.

However textiles performed well, with the help of strong

exports of denim to Europe and the consumer division showed improved personal hygiene and first aid sales. Nives hair care products, launched earlier this year, achieved their anticipated market share.

During the first half of 1987, \$17m of bonds were converted into ordinary shares with a resultant interest saving of \$300,000. The company issued \$90m of 4 per cent convertible bonds in May which should further reduce interest costs.

Operating profits were 14 per cent higher at £48.4m.

After tax of £14.4m (£12.3m), earnings per share were 20 per cent higher at 3.39p (3p). In an attempt to reduce costs, the interim dividend is being increased 10 per cent to 1.4p (0.83p).

The shares fell 1p to 176.1p. See Lex

See Lex

Excalibur £9.4m rights issue

BY STEVEN BUTLER

Excalibur Jewellery yesterday announced acquisitions costing up to £7.35m and a £9.4m rights issue in the first expansionary moves since the new management took control of the company earlier this year.

The company is to acquire Robson, the specialist precision engineer, that provides components for the aerospace and nuclear industries for an initial consideration of £4.75m and

44,444 new ordinary shares of up to £1.4m.

The £4.75m is to be financed by the issue of 5.28m new ordinary shares at 90p, of which the vendors will retain 422,222 shares with the balance to be offered to shareholders as part of a rights issue of 16.4m shares offered to shareholders five for seven basis.

Also to be acquired is Norton, the Birmingham manufacturer of gold and silver jewellery for £1.2m, including

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UK COMPANY NEWS

Ultramar shows sharp recovery at six months

By LUCY KELLAWAY

Ultramar, the independent oil company, yesterday announced a return to profit in the first half of 1987 with net income of \$20m.

That was a swing of \$40m on the loss of \$11m incurred during the opening six months of the previous year.

In a generally optimistic statement, Mr Lloyd Bensen, chairman, said the company had made progress toward its goal of strengthening its financial position, "by conserving its resources".

He said the company was ready to begin to expand in its core businesses in Indonesia, eastern Canada, and in the North Sea. "We are starting to dust down our entrepreneurial hats," Mr Bensen said.

During the first six months borrowings as a percentage of equity fell from 51 per cent to 38 per cent, partly as a result of stronger cash flow from com-

pany operations—which rose from \$52.4m to \$71.1m—but also from the proceeds of the sale of peripheral businesses.

The company said that these disposals, which raised about \$20m over the past year, were mainly complete. The major asset left to be sold was property in California which should raise between \$22m and \$30m.

Second quarter net profits of \$7m were lower than the first quarter's, when demand for heating oil was at its peak, but showed a marked improvement on the second quarter of last year when the company made a loss of \$14.5m.

Second quarter net profits of \$7m were lower than the first quarter's, when demand for heating oil was at its peak, but showed a marked improvement on the second quarter of last year when the company made a loss of \$14.5m.

Rotork at £2.75m and further advance seen

Rotork, a Bath-based manufacturer of valve control equipment and machine tools, yesterday unveiled a 7.8 per cent increase in first-half pre-tax profits and said it anticipated an improvement in the second six months.

For the first six months of 1987 the group, which broke off merger discussions with Meggit Holdings earlier this year, saw its turnover edge ahead to £16.1m (£15.94m) and its profits improve to £2.75m (£2.55m).

After tax of 20.98m (£0.92m) earnings per 10p share emerged at 6p (5.7p). The interim dividend is being topped up by 0.05p to 3.25p net, for the 1987 year, a total of 6.35p was paid from taxable profits of £3.35m (£3.48m).

The directors said that the Protech division's initial success in selling Toshiba's Torsid range of computerized instruments made them confident of a better second half.

They added that historically, increases in the price of oil and more activity on the nuclear front had preceded a greater

demand for Rotork's products and services.

Comment
Rotork has suffered from the disappearance of most of its defence work in the nuclear power and oil industries. Better results, while "mildly" disappointing, do not come as any great surprise. Although traditionally the bulk of profits have come in the second half, the company has left itself a fair amount to do it is to meet trimmed market expectations of around £7m for the year-end.

The planned departure of Protech's former owners after the expiry of their service contracts could cause concern and the explosive situation in the Gulf makes uncertainty about the future of Rotork very real.

But on the credit side, it has secured the first of what should be several contracts to update actuators in the nationalised Spanish petrol distribution business. On yesterday's closing share price of 194p, the prospective p/e is around 12; on the face of it that is not expensive, but some would prefer to see more progress.

TKM extends Molins bid

By STEVEN BUTLER

THE BATTLE for control of Molins, the engineering company, has been decided in favour of Kamares & Millburn, is set to continue to the end of the month. TKM, yesterday announced that it had received acceptances amounting to 30.2 per cent of Molins shares and that it would extend its offer.

Molins derided the level of acceptances as "insignificant" as it represented only 3.68 per cent of shares not already controlled by the Brierley group, which controls TKM.

Molins' opponents appeared to be stepping into action. MAG Investment Management, which is on record as opposing the bid, yesterday said that its stake in Molins had been lifted to 5.35m shares, or 18.22 per cent.

It was also learned that Marubeni, the giant Japanese trading house which is Molins' agent in Japan, had built up a 4.2 per cent stake in recent days. It is presumed that Marubeni

would back the Molins management, although the company would only say that it had built up the stake in the interest of maintaining "good and stable relations" with Molins. "We are quite surprised that they are choosing to extend the offer," said Mr Christopher Ross, managing director.

However, TKM was not discouraged by the level of acceptances at the first closing.

"We would be optimistic about the situation," said Mr Peter Caney, TKM group financial controller. "Most institutions do not make up their minds until the final closing of the offer."

Mr Caney said that up to 49 per cent of Molins shares were still uncommitted and that the bid would go through if TKM were to win just half of those. TKM is offering 30p cash per share, which yesterday closed at 306p.

Molynx two purchases for £3m

The board of Molynx Holdings has entered into conditional agreements to acquire the capital of Videmech and APS for up to £2.5m.

The initial consideration will consist of 1.72m new shares (an increase of 50 per cent in issued share capital) and £224,000 in cash. The vendors will retain 757,077 new shares to the value of £1.02m.

The 987,013 new shares not retained have been conditionally placed at a price of 122p per share and are being offered to qualifying shareholders on

the basis of one new share for every 3,6136 ordinary shares. Up to £200,000 of the consideration will be deferred in December 1990.

Videmech specialises in the closed-circuit television ancillary market. APS produces and designs detailed sheet metal products.

The Molynx board said yesterday that the acquisition of the two private companies would improve the ability of the group in the security and surveillance markets in which it operates.

DIVIDENDS ANNOUNCED

Commercial Union	int	6.25	Nov 17	5.2	18
J. Saville Gordon	int	1.95	Oct 30	1.88*	2.55
Rotork	int	2.25	Oct 26	2.7	6.5
McKay Securities	int	2.25	—	1.95	4.2
Geme Photographic	int	2.25	—	6.5	6.5
Smith & Neafsey	int	**14	—	0.83	2.8
Midland Overseas	int	1	Oct 1	1	2.5
Ukrainian Oil	int	2.25	Oct 27	2	5.25
Vestman Invest	int	2.25	Sept 8	2.25	—
Zetters	int	4.1	Oct 7	3.75	5.5

Dividends shown pence per share net except where otherwise stated. * Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock. || Third market. || Restated following conversion into split level investment trust in November 1986. ** To reduce disparity.

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GrandMet in £16m US pet food buy**Zetters plans split to fund bingo expansion**

By STEVEN BUTLER

Grand Metropolitan, the food, hotels and drinks group, yesterday took a bigger bite of the US pet food market, it is buying Jim Dandy, maker of dry dog food, for \$35m (£16m).

Mr Bensen said that as these prices were related to official Open prices, the company had not seen the benefit of the recent rise in spot oil prices.

The strongest increase in profits was enjoyed in the refining and marketing operations in eastern Canada, where the contribution rose three fold to \$35m. Margins were good, costs cut, refinery utilisation up, and petro demand buoyant.

The company expressed optimism that eastern Canada would continue to provide a better return than it had done in the past.

Asset sales in the first half, in particular the sale of the Golden Eagle petrochemicals in the UK and land in Florida, resulted in an extraordinary gain of \$32.1m. This compared to an extraordinary loss of \$23.7m in the first half of last year, which related to stock losses.

The first half dividend has been increased by 15 per cent to 2.5p, which the company said was justified by the improved results and by its guardedly optimistic view of oil prices.

See Lex

GrandMet first entered the US petfood market as a result of its 1980 acquisition of the tobacco group Liggett & Myers. It now claims about 35 per cent of US premium canned dog food sales and about 10 per cent of dry dog food.

Mr Sheppard said GrandMet wanted to develop its petfood interests further. "In spite of all the music hall jokes it is a good business," he said.

The latest acquisition is being bought for net asset value

interest in the partnership operating the "spot-the-ball" competition, which accounted for about 20 per cent of the profits of the pools side of the business.

Profits from the pools business has previously funded expansion of the bingo side, but this was becoming inadequate and the company was forced to pass up acquisition opportunities for lack of funding.

Mr Zetter is now prepared to capitalise on his stake in the bingo side of the business, which will be listed as Zetters Leisure, drop below 50 per cent as the company issues shares to raise capital and acquire bingo clubs.

The strongest increase in profits was enjoyed in the refining and marketing operations in eastern Canada, where the contribution rose three fold to \$35m. Margins were good, costs cut, refinery utilisation up, and petro demand buoyant.

The constraint on growth derived from Mr Zetter's wish to maintain his 51 per cent control over the pools side of the business. Any drop in his ownership would result in automatic termination of Zetters'

Yearlings

Yearlings bonds totalling \$4.5m at 104 per cent, redeemable on August 17, 1988, have been issued by the following local authorities. Central Scotland Water Development Board £1m; Kirkless Metropolitan Borough Council £1m; Swansea (City of) £1m; Derwentide District Council £0.5m; Wansbeck District Council £0.3m.

The new investors have already said that they planned to develop activities in the energy field, and hoped to move to a USM quote at some stage. Yesterday, the shares jumped 27p to 265p.

De Savary lifts stake in Highland Participants

By Nikki Tait

MR PETER de SAVARY, the financier and yachtsman, together with business associate Mr Montague Browne, has picked up a further 29,500 shares in Rule 535.2-traded Highland Participants.

Mr de Savary, along with associates and Charterhouse Bank had previously announced that via share purchases and a £1.6m cash injection they would be acquiring a 29.99 per cent stake in the company.

However, Charterhouse said yesterday that some share options had been exercised, permitting the extra purchases.

Following the proposed subscription, Mr de Savary will now own just under 1.5m shares. Mr Richard Lascelles, another business associate of

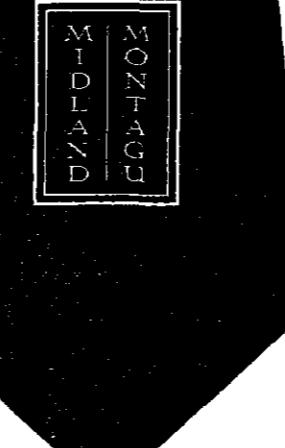
Mr de Savary, 166,666, Mr Browne 7,000, and Charterhouse Bank 233,333. Together, they will hold 29.73 per cent of the enlarged share capital.

The new investors have already said that they planned to develop activities in the energy field, and hoped to move to a USM quote at some stage. Yesterday, the shares jumped 27p to 265p.

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UK COMPANY NEWS

Nick Garnett looks at the plans for transforming an engineering giant
Revving up the 600 Group



SIX
MONTHS'
REVIEW

Profit increases to £82.1m

- ★ Increase of £41.0m in unaudited operating profit before tax.
- ★ Life and savings business makes good progress.
- ★ United Kingdom produces strong performance.
- ★ United States and other overseas operations make steady progress.

★ Interim dividend raised by 20% to 6.25p.

MAIN FEATURES OF RESULTS

	6 months 1987	6 months 1986	Year 1986
Unaudited	Unaudited	Audited	
Total premium income	1,548.9	1,368.0	2,765.9
Life profits	39.6	35.8	88.2
Non-life operating result	42.5	5.3	30.9
Operating profit before taxation	82.1	41.1	119.1
Taxation and minorities	(31.1)	(15.9)	(36.4)
Realised investment gains	38.0	39.2	77.2
Profit attributable to shareholders	89.0	64.4	159.9
Shareholders' funds	1,430	1,315	1,428
Earnings per share	21.50p	15.60p	38.77p
Operating profit before taxation	£m	£m	£m
United Kingdom	60.3	34.3	97.5
United States	(.7)	(11.5)	(23.0)
Netherlands	22.5	20.3	50.1
Canada	5.7	4.5	6.2
Rest of the World	14.2	12.8	29.1
Interest on central borrowings - external - intra-group	(10.7)	(11.4)	(22.3)
	82.1	41.1	119.1

The interim dividend of 6.25p per share will be paid on 17 November 1987 to shareholders on the register at the close of business on 3 September 1987 and will cost £2.1m (1986 £21.5m). The Directors have agreed that shareholders be given the choice of receiving fully paid ordinary shares instead of a cash dividend and full details of the terms of the offer will be sent to shareholders with the interim report on 15 September 1987. Members of the public may obtain copies of the report *thereafter* from the registered office of the Company at St. Helen's, 1 Undershaft, London EC3P 3DQ.



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BY ORDER OF THE BOARD
SHIRLEY LOO-LIM (MRS)
SECRETARY

11 August 1987
Singapore

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SECRETARY

11 August 1987
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PRELIMINARY ANNOUNCEMENT
(ABRIDGED)

Group Results for the Year Ending 31st March 1987

	1987 £'000	1986 £'000
Gross Rents and Service Charges Receivable	£5,318	£4,804
Profit before Tax	£2,442	£2,548
Profit after Tax	£1,852	£1,910
Profit attributable to Shareholders	£1,514	£1,270
Earnings per share	6.9p	7.3p

Directors recommended a final dividend of 2.30p per share making a total for the year of 4.20p (1986—3.65p).

A professional valuation of the Group's U.K. investment properties was carried out on 31st March 1987 which showed a surplus of £4,000. This surplus has been credited to Capital Reserves.

Annual General Meeting to be held on 20 October, Knightsbridge, London SW1, St. Cuthbert, 10am, at 12 noon.

Call FINANCIAL HOTLINES now!

Comments from within the City.

SINCE Mr Noel Davies, a former director at Vickers, effectively took over the running of the 600 Group the company which became one of the bywords for sluggishness in British manufacturing has embarked on its first serious rationalisation for a decade.

The sale — completed last week — of 600's George Cohen scrap metal interests removed its one strong stone from the foundation stone of the engineering empire built by Sir Jack Wellings, the group's autocratic former chairman who retired this year.

It also took out a business which contributed £70m of 600's £200m turnover last year but which was usually making losses every twelve months of about £1m.

Other, much smaller businesses have gone too. The group has halted assembly operations of Jones Cranes, the last UK-owned mobile-crane maker. Jones will continue but only as producer of crane kits to meet existing contracts.

W. E. Sykes, the sole surviving UK manufacturer of gear-shaving machines with a £7m turnover, has been sold together with Startrite, a design company for jigs and inspection equipment.

This has left the group with a series of businesses ranging from machine-tool manufacturing — in particular Harrison and Colchester lathes which contributed £22m to sales — to machine-tool distribution, adding up to another £22m, and general trading. The last collection of companies which handles equipment from Holders in Australia to Swiss-made lifting gear.

Disposals and contractions have gone hand in hand with some general indications about where 600 might be going. Mr Davies, former head of Vickers' engineering division before joining 600 as managing director and chief executive in 1984, says that within the next five years he would like the group to have two new types of

disposal: one in the UK, engineering during the early 1980s and actually made a profit every year during those difficult times. Its Harrison and Colchester businesses have lost a lot of market share since the mid-1970s but they are still there, unlike the defence Alfred Herbert, one of the other big names in the British machine tool industry. Many of 600's late models are now of modern design with computer controls.

Some of 600's dependence on machine tool making in the UK and on the important business of marketing vehicle-mounted lifting gear made by Hibab of Switzerland.

Any element of 600 could be sold at the right price, he says, including the Harrison and Colchester companies. However, he does not believe that anyone would be willing to pay what 600 would ask for its machine-

businesses, each at least as big as machine tools, the principal remaining manufacturing arm of 600.

What those new businesses might be has still to be decided. The group recently spent £3m buying Electro, a manufacturer of industrial controls. All Mr Davies will say about future acquisitions is that they will be relatively small, will not be in machine tools but will be in engineering-related activities in the US and Europe. They must also be compatible with 600's existing distribution operations.

Mr Davies is quick to stress that pulling 600 into the desired shape will not be easy.

"Most of our businesses have been in decline and to some extent still are," he says. "I suppose we will only know in the next few years whether we get it right."

He says it is no business of his commenting on Sir Jack's later years at 600 when the group certainly lost direction and was very slow at spotting market trends and technologically updating some of its products, including its machine tools.

But he adds: "Jack was an intelligent manager. He made decisions and expected people to get on with them. Too many people waited to be told things. That is not the way the future is going to be in the future. I wish to involve people in decision-making and the thinking process. Within the past two years 30 changes in senior management personnel have actually been made."

What can be said is that it survived the terrible difficulties of the 1970s and actually made a profit every year during those difficult times. Its Harrison and Colchester businesses have lost a lot of market share since the mid-1970s but they are still there, unlike the defence Alfred Herbert, one of the other big names in the British machine tool industry. Many of 600's late models are now of modern design with computer controls.

Some of 600's dependence on machine tool making in the UK and on the important business of marketing vehicle-mounted lifting gear made by Hibab of Switzerland.

Any element of 600 could be sold at the right price, he says, including the Harrison and Colchester companies. However, he does not believe that anyone would be willing to pay what 600 would ask for its machine-

tool manufacturing activities. "A too high proportion of our assets are tied up in machine-tool making in the UK and that is uncomfortable," Mr Davies says. "In five years' time I believe we will still have an interest in machine-tool making but it will be smaller than now and there will also be a reduction in the proportion of manufacturing in the group, by choice."

Some outsiders speculate that the Colchester and Harrison units will be merged. Mr Davies says there will certainly be rationalisation between the two operations, both in manufacturing and model line-ups.

The world market for Harrison and Colchester-type lathes is 60,000 a year.

"We will continue to get a bigger share of that reducing market," he states.

Some of the emphasis is on expanding 600's manufacturing interests. Franchises for the distribution of machine tools which already include some Czechoslovakian and Spanish machines will be added to, for example.

But another priority is the better management of 600's manufacturing assets. Mr Davies is concerned at the state in which the group's manufacturing facilities have been allowed to fall and the lack of attention to things like inventory control.

"The state of manufacturing facilities is not something we regard as a strength. It is an area which needs attention."

So far the changes have all been cash positive but strengthening the balance sheet remains a prime goal. Gearing is presently just under 40 per cent.

Mr Davies hopes something significant will happen on the acquisition front this year while arguing that the prospects for better results from existing group businesses are good.

"That is inevitably dependent on the state of the UK and U.S. markets. We are boxed in there." At the moment those markets do not look tremendously healthy.

Gnome Photographic

Gnome Photographic Products raised pre-tax profits by 22 per cent from £283,684 to £346,832 for the year to May 31. Turnover was also up, from £1.99m to £2.3m.

Interest and dividends received were £33,785 (£10,320) and profits on sale of quoted investments totalled £94,453 (£71,883). After tax of £160,819 (£140,658) earnings per share were 12.3p (9.7p).

Hanson resolutions passed

BY NIKKI TAIT

Hanson Trust, the industrial conglomerate which last week announced a £1.7m offer for New Jersey-based Kiddie Inc., yesterday comfortably secured shareholders' backing for the substantial increase in its borrowing powers and for a number of other changes to the company's articles.

Some 200 shareholders turned out at London's Grosvenor House, where Lord Hanson, chairman, gave details of the proxy count — over 400 votes in favour, for every one against — and within 20 minutes had supplied their own, near-unanimous backing to all three resolutions.

The extension of the borrowing powers, which will allow the company to borrow up to 24 times adjusted capital and reserves — compared with three times at present — but also to deduct its cash deposits from the amounts already borrowed, occasioned no questions. However, one shareholder did query the change in articles which will allow Hanson to sell shares held by members who have been untraced for 12 years.

Lord Hanson stressed that the potential buyers involved were him and the shareholders involved would then become creditors of the company, entitled to the net proceeds of the sale should they

be unable to claim.

With regard to Kiddie, Lord Hanson explained that he was barred from serving much or all of it by US regulations. "We are very excited about the proposed merger — it fits very well with our strategy," was his only general comment.

Interest and dividends received were £33,785 (£10,320) and profits on sale of quoted investments totalled £94,453 (£71,883). After tax of £160,819 (£140,658) earnings per share were 12.3p (9.7p).

GRANVILLE SPONSORED SECURITIES

High Low	Company	Price	Change	div. (p.)	%	P/E

APPOINTMENTS

IDV makes further board changes

Following the acquisition of **HOUSING, DECOR & SPEED INTERNATIONAL DISTILLERS AND VINTNERS** last month, further changes to the board, headed by Mr Michael Reid, who joined IDV in January as managing director of United Transport Control Services to spearhead the development of the contract transport, warehousing and distribution services arm of **UNITED TRANSPORT COMPANY** has been appointed to the main board. *

BROOKNIGHT, security consultants specialising in the location and recovery of "lost" or stolen industrial containers, has appointed Mr John Kay as general manager. *

Mr Barry E. Sealey, managing director of **CHRISTIAN SALVESEN**, has been appointed deputy chairman on the retirement of Sir Maxwell Harper Caw from the board. Mr Sealey joined Christian Salvesen in 1968 and was appointed managing director in 1981. *

Washington-based **SWITCH COMMUNICATIONS** has appointed Mr Tristan P. A. Bligh as a

non-executive director to the group board. He is a director of Throgmorton Investment Management. *

ROBERT M. DOUGLAS HOLDINGS has appointed Dr R. A. Failes as a director and group chief executive from August. He was a member of the board of J. Bibby and managing director of its industrial group. Mr J. B. T. Douglas relinquishes the post of group managing director from the same date and continues as group chairman. *

REDDISH SAVILLES (a member of the Brent Chemicals International Group) has appointed two of its directors to head two newly-formed business units. The two units—one brewing, comprising brewing services and brewing and soft drinks hydromet products, the other comprising dairy and food hydromet products and their sub-divisions. Reddish Developers will be headed by Dr Bruce Morrison and Dr Brian Riley respectively. *

GRANT THORNTON has appointed Mr Gary Downey as a new partner in its Leeds office. He joins from Touche Ross. *

ROCHE PRODUCTS has appointed Dr Peter Summerfield to the board as medical director. *

WHITECHAPEL WORKSTATION has appointed Mr Michael Davies as director of OEM sales and marketing and Mr John Oakley as engineering manager. *

Mr R. J. Lawton, formerly production manager, has been appointed production director. William Thyne and Mr J. W. Macfarlane, formerly field sales manager, Marpact, have been appointed market development manager, following return division to the company. Mr R. J. Lawton is Marpact's managing director. *

INSTITUFORM GROUP has appointed Mr L. H. George Livingstone-Learmonth as its new managing director. It also announced a slate of candidates for election at the annual meeting on September 10. The directors and candidates nominated are: chairman Mr Eric Wood, vice chairman Mr William Gorham, directors Mr Ross J. Hancock, Mr Michael Krasnow, Mr Bernard A. Measly, and Mr Sheldon Weinstock, and two nominees for election to the board, Mr H. E. Learmonth and Mr John L. M. Quinn. Current director Mr Paul Churh is not seeking re-election as a director. The board has chosen not to nominate Mr David Mitchell for re-election as a director. *

Mr Mark D. Avery has been appointed vice president of

marketing for shipping finance company **OCEANIC FINANCIAL SERVICES**. *

Mr Nick Windfield has been appointed a director of **MINTON KINNEAR**. He was director of Research Services. *

THE INSTITUTION OF MINING AND METALLURGY has elected Mr H. M. Bican to be president for the session 1986-89 in succession to Mr A. G. Menzies. *

Mr John Young has been appointed chief executive of **THE SECURITIES ASSOCIATION**. He will continue as director of regulation for the international stock exchange. He began his career in stockbroking in 1961, became a senior partner of a firm in 1976, and was elected to the council of The Stock Exchange in 1978. In 1982 he transferred to the administration in a new post as director of policy and planning. In December 1986 he assumed the additional responsibility of leading The Securities Association's staff operation. Mr Steven Douglas-Mama has been appointed an executive director of the Association. He has also been appointed director of many markets for the international stock exchange. From 1978-84 he was corporate finance director of a merchant bank and prior to his recent appointments, managing director of the corporate finance department of Hoare Taylor, a director of Hanson

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Mr David Heather, deputy group controller of **ROYAL INSURANCE**, will become group controller on January 1. He succeeds Mr Ron Currie, who is retiring. As part of Royal's international coverage of life insurance, Mr Ron Currie is seconded from Canada to the Washington DC firm of Harkrader & Ross, which itself recently combined with Pepper.

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COMMODITIES AND AGRICULTURE

Comex studies 'twilight trading'

By Deborah Hargraves in New York

NEW YORK'S Commodity Exchange (Comex) is considering joining the battle to catch the twilight trade by keeping its floors open for evening trading. Exchange officials said yesterday.

The move comes as a direct response to the Chicago Board of Trade's previously announced move to trade its new gold and silver futures contracts in its 8 pm to 9 pm evening sessions.

"The CBOE talks about trading gold and silver at night and we would be stupid to ignore them," a Comex official said. He stressed, however, that the Exchange had not yet applied for regulatory approval for the move. A decision was likely at next Thursday's board meeting, he added.

With the CBOE poised to move ahead with the launch of its new 100-oz gold and silver futures contracts in its 8 pm to 9 pm evening sessions.

The CBOE originally filed to trade its own precious metals contracts in the wake of clearing problems at Comex earlier this year, which forced the Exchange to close early three days in a row.

Comex had in fact made its own move towards 24-hour trading by linking up its gold futures contract with the Sydney Futures Exchange in Australia last October. If it were successful this would effectively constitute a night trading, but volume on the contract in Sydney has dwindled largely because of the underdeveloped local trading community.

"The important thing with the link was getting it in place," the official commented, "it could come alive at any moment" he added optimistically.

Cominco strike 'has cost \$200m'

THE THREE-month strike at Cominco facilities in British Columbia has cost one of the world's major zinc producers at least \$200m and now the company fears it could lose customers, a senior Cominco official said yesterday, reports Renter from Toronto.

Since the strike began about 210,000 tonnes of zinc production have been lost, as well as \$37m worth of lead production and \$25m of silver production, according to the official. Some of the remaining losses result from stopped production of fertiliser and semiconductors.

Production has been halted at the plants since May 9. Three United Steelworkers of America locals, representing 2,600 production and maintenance workers, approved a new three-year contract on July 17, but refused to return to work until all five locals settled.

Kenyan coffee sales up 31%

By PETER UNGPHAKORN in BANGKOK

KENYA'S COFFEE exports rose to 124,216 tonnes in the year to September 30 1986 from 96,244 previously, officials said, quoting the 1986 annual report of the Coffee Board of Kenya (CBK), due to be released shortly, reports Renter from Nairobi.

The 31 per cent increase in shipments was due to the suspension of International Coffee Organisation (ICO) coffee export quotas in February 1986 which enabled Kenya to dispose of carryover stocks, the officials said.

Output from smallholder plots which are watered only by rainfall rose by less than 1 per cent to 68,300 tonnes from

US increases estimate of Soviet grain crop

THE US Agriculture Department has increased its estimate of the 1987 Soviet grain crop to 205m tonnes, 10m tonnes up from last month's projection, reports Renter from Washington.

In its monthly USSR Grain Situation and Outlook report the USDA also reduced its estimate of 1987-88 Soviet grain imports to 31m tonnes from last month's projection of 36m tonnes.

Last year the Soviet Union produced 210m tonnes of grain, according to USDA figures.

The department said the higher 1987 crop estimate reflected increases in both the projected area and yield. The department said Soviet grain buying activity had been

since mid-June had raised yield expectations for small grains and pulses, it said, and the estimate of area planted had been increased by 100 hectares to 160m.

The USDA estimated 1987 Soviet coarse grain output at 11.5m tonnes and wheat output at 75.5m tonnes.

The increase in the total harvest estimate included 3m tonnes of wheat and 8m tonnes of coarse grains.

The revised estimate of Soviet grain imports for July-June 1987-88 included 19m tonnes of wheat, 11m tonnes of coarse grain and 1m tonnes of miscellaneous grains, pulses and rice.

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LONDON MARKETS

THE London Metal Exchange nickel market extended its recent upward movement yesterday, despite being held back somewhat by sterling's firming against the dollar.

The cash price closed at \$3,417.50 a tonne, up \$23.50 on the day and \$94 on the week so far. That took the rise over the past month to about \$550 a tonne. Yesterday's rise, which has been the result of tight supplies and heavier-than-expected demand from the steel industry, was given added impetus by what dealers described as "aggressive" buying from European merchants, Japanese importers and operators still seeking cover for options commitments.

In contrast, the LME copper market lost the greater part of the gains registered earlier in the week as sellers anticipated the approach of the summer plant-closure season.

Freer "lending" (selling cash and buying forward) was in evidence as cash Grade A prices fell \$11.25 to close at \$1,255.50 a tonne.

This was reflected in a narrowing of the cash premium over three months metal from \$18.25 a tonne to \$13.

LME prices supplied by Amalgamated Metal Trading.

ALUMINIUM

THE UN Food and Agriculture Organisation has raised its forecast of 1987 world wheat cereals output in 1986 of 5.856m tonnes, comprising 5.37m tonnes of wheat, 857m of coarse grains and 471m of pulses.

It is said plantings in several important cereal-producing regions of India had been delayed and early planted crops were stressed due to below-average rainfall.

Monsoon activity had also been uneven in Thailand, Laos and Vietnam, where further precipitation was needed.

In North America crop conditions were mostly favourable but plantings were lower, while in the Soviet Union recent widespread rains had improved crop prospects.

Cereal crops in several

African countries were threatened by grasshoppers and locusts, but emergency control campaigns were under way, FAO said.

It is first forecast of world cereal carryover stocks in the crop year ending 1988 is 220m tonnes, up from an estimated 445m for 1986-87.

The expected decline, which follows four years of uninterrupted growth, is seen mainly in holdings of coarse grains. These are expected to fall by 14m tonnes to 218m.

World cereal imports are initially forecast for 1987-88 against an estimated 185.5m tonnes for 1986-87.

Most of the increase in import demand is expected to be met by larger shipments from the US.

INDICES REUTERS

THE Aug. 11 Aug. 14th avg Yearago

1987.0 1981.0 1640.0 1458.7

(Base: September 15 1981=100)

DOW JONES

Aug. 11 Aug. 14th avg Yearago

1987.0 1981.0 117.15

(Base: December 31 1981=100)

MAIN PRICE CHANGES

Aug. 18 + or Month 1987 - ago

METALS

Aluminum

Free Market \$31,816.00 +1.5

Cash Grade A \$31,985.5 -1.5

3 months \$32,152.5 +1.5

Lead Cash \$285.5 -1

3 months \$285.5 -1

Gold

Free Market \$426/200 +1.5

Palladium oz \$145.50 +1.5

Platinum oz \$172.50 +1.5

Quicksilver

Silver Troy oz \$494.50 +1.5

Platinum oz \$107.50 +1.5

OTHERS

Coconut (Phil) \$46.00 +10

Palm (Malay) \$30.00 +10

Seeds \$15.00 +10

Copper (PHL) \$150.50 +10

Lead Zinc \$150.50 +10

GRAINS

Barley Fut. Nov. \$159.00 +1.5

Maize \$154.00 +1.5

Wheat Fut. Oct. \$151.50 +1.5

Wheat Win. 5 1/2

OTHERS

Coconut (Phil) \$46.00 +10

Coffee Ft. Nov. \$110.50 +10

Cotton A Ind. \$110.50 +10

Gold \$1,250.00 +10

Rubber (Mal) \$70.00 +10

Sugar (Raw) \$156.50 +10

Woolcoats 50kg \$10.00 +10

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WORLD MARKETS

FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS

Figures in parentheses show number of stocks per groupings

	WEDNESDAY AUGUST 12 1987				TUESDAY AUGUST 11 1987				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1987 High	1987 Low	Volt age (approx)
Australia (94)	155.80	+0.9	146.19	147.46	2.43	154.35	145.75	146.39	155.80	99.92	74.83
Austria (16)	95.18	+0.1	89.31	92.40	2.21	95.06	89.77	93.61	101.62	85.53	90.68
Belgium (12)	129.58	+1.6	121.97	126.94	3.76	127.96	120.83	125.28	133.44	86.19	87.32
Canada (120)	121.43	+0.2	108.94	110.11	2.51	121.22	105.12	110.23	124.10	98.18	95.31
Denmark (59)	121.43	+0.3	108.94	110.11	2.51	121.32	105.12	110.23	124.10	98.18	95.31
Franz (121)	103.67	+0.4	97.28	102.64	2.75	103.31	97.56	102.64	121.02	98.39	93.01
West Germany (92)	101.31	+0.5	95.07	99.66	1.90	100.77	95.15	99.40	101.61	84.00	91.79
Hong Kong (45)	142.59	+0.3	133.89	143.10	2.53	142.29	134.37	142.69	142.69	96.89	75.96
Ireland (14)	116.16	+3.7	128.71	136.44	2.28	116.28	116.28	121.31	121.31	93.44	80.44
Italy (76)	86.59	+0.2	87.57	93.34	2.48	86.74	80.82	86.35	92.11	84.02	82.02
Japan (458)	140.12	+1.5	131.95	134.49	0.50	138.54	130.82	132.84	161.28	100.00	96.40
Malaysia (36)	192.24	-0.7	180.39	188.65	1.99	192.44	182.85	189.82	193.64	98.34	83.06
Mexico (14)	269.94	+0.4	272.06	459.18	0.65	268.90	272.01	457.54	309.34	99.72	67.96
Netherlands (26)	128.82	+0.5	121.88	125.26	1.92	128.12	120.98	124.48	129.75	98.15	95.74
New Zealand (26)	104.24	+0.1	104.24	104.24	1.72	104.24	104.24	104.24	104.24	92.20	82.00
Norway (24)	249.35	+0.1	158.61	158.20	1.72	249.25	159.83	159.40	169.20	100.00	95.36
Singapore (27)	171.62	+0.2	162.92	168.65	1.47	174.00	164.31	169.23	174.00	99.29	87.17
South Africa (61)	179.89	+0.1	168.80	135.63	1.05	179.74	135.52	198.09	100.00	81.33	91.03
Spain (43)	141.78	+0.2	133.03	137.69	2.87	141.34	133.46	144.48	144.48	91.95	81.76
Sweden (47)	104.24	+0.7	102.89	102.89	1.29	104.24	102.89	102.89	102.89	97.16	91.24
Switzerland (53)	105.24	+0.4	98.75	102.49	1.61	105.63	103.24	105.43	92.01	98.90	94.42
United Kingdom (335)	147.38	+1.2	138.29	138.29	3.15	145.42	137.51	137.51	162.87	99.65	94.42
USA (590)	135.52	-0.2	127.16	135.52	2.70	135.88	135.88	135.88	135.88	100.00	102.67
Europe (322)	122.35	+1.0	114.80	118.04	2.76	121.19	114.44	117.43	128.35	99.78	93.61
Pacific Basin (686)	141.24	+1.4	124.54	195.19	0.65	139.25	133.61	158.77	100.00	95.06	95.06
Euro-Pacific (161)	133.75	+1.3	125.50	128.36	1.42	132.09	143.45	143.45	143.45	94.49	94.49
Europe (977)	130.70	+0.2	122.43	122.43	2.64	130.70	122.43	122.43	122.43	94.49	94.49
UK (977)	104.81	+0.1	103.00	102.49	1.41	104.81	103.00	104.99	104.99	95.06	95.06
World Ex. US (325)	148.90	+0.4	139.72	143.50	2.43	148.05	139.82	142.89	148.90	99.92	75.76
World Ex. UK (260)	134.60	+0.2	126.00	126.00	1.47	133.02	125.61	127.80	143.30	100.00	94.46
World Ex. US. Af. (2354)	133.70	+0.6	125.46	130.89	1.82	125.53	120.31	133.70	100.00	97.96	97.96
World Ex. Japan (1977)	134.62	+0.6	126.32	131.50	1.94	134.35	123.76	131.50	131.50	100.00	97.96
World Ex. Japan (1977)	132.21	+0.2	124.06	130.10	2.09	131.94	120.21	130.02	130.21	98.16	98.16
The World Index (2415)	134.92	+0.6	126.59	131.57	1.95	134.05	126.59	130.97	135.15	100.00	97.66

Base value: Dec 31, 1986 = 100
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EUROPEAN OPTIONS EXCHANGE

Series	Aug 87	Nov 87	Feb 88	%																																																																																																																																																																																																																													
GOLD C	87	17.08	128.40	4																																																																																																																																																																																																																													
GOLD S	50	17.00	128.40	5																																																																																																																																																																																																																													
GOLD P	5420	7.5	5		12	12.50	510	17		Aug 87	Sept 87	Oct 87		FL1 FL	—	—	11.50	—	FL1 P	FL350	—	—	FL350/72		Dec 87	Mar 88	Jun 88		FL1 C	FL350	—	15.60	FL350/72		Aug 87	Sept 87	Oct 87		FL1 C	FL200	13.50	6	FL213.18	FL1 C	FL200	7.5	4.50	—	FL1 C	FL215	7.5	4.50	—	FL1 C	FL225	7.5	4.50	—	FL1 C	FL235	7.5	4.50	—	FL1 C	FL245	7.5	4.50	—	FL1 C	FL255	7.5	4.50	—	FL1 C	FL265	7.5	4.50	—	FL1 C	FL275	7.5	4.50	—	FL1 C	FL285	7.5	4.50	—	FL1 C	FL295	7.5	4.50	—	FL1 C	FL305	7.5	4.50	—	FL1 C	FL315	7.5	4.50	—	FL1 C	FL325	7.5	4.50	—	FL1 C	FL335	7.5	4.50	—	FL1 C	FL345	7.5	4.50	—	FL1 C	FL355	7.5	4.50	—	FL1 C	FL365	7.5	4.50	—	FL1 C	FL375	7.5	4.50	—	FL1 C	FL385	7.5	4.50	—	FL1 C	FL395	7.5	4.50	—	FL1 C	FL405	7.5	4.50	—	FL1 C	FL415	7.5	4.50	—	FL1 C	FL425	7.5	4.50	—	FL1 C	FL435	7.5	4.50	—	FL1 C	FL445	7.5	4.50	—	FL1 C	FL455	7.5	4.50	—	FL1 C	FL465	7.5	4.50	—	FL1 C	FL475	7.5	4.50	—	FL1 C	FL485	7.5	4.50	—	FL1 C	FL495	7.5	4.50	—	FL1 C	FL505	7.5	4.50	—	FL1 C	FL515	7.5	4.50	—	FL1 C	FL525	7.5	4.50	—	FL1 C	FL535	7.5	4.50	—	FL1 C	FL545	7.5	4.50	—	FL1 C	FL555	7.5	4.50	—	FL1 C	FL565</
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FL1 C	FL200	13.50	6	FL213.18																																																																																																																																																																																																																													
FL1 C	FL200	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL215	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL225	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL235	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL245	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL255	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL265	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL275	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL285	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL295	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL305	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL315	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL325	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL335	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL345	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL355	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL365	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL375	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL385	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL395	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL405	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL415	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL425	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL435	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL445	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL455	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL465	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL475	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL485	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL495	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL505	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL515	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL525	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL535	7.5	4.50	—																																																																																																																																																																																																																													
FL1 C	FL545	7.5	4.50	—																																																																																																																																																																																																																													
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UNIT TRUST INFORMATION SERVICE

UNIT TRUST INFORMATION SERVICE

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LONDON SHARE SERVICE

AMERICANS—Continued

1987	High	Low	Stock	Price	Yield	Div	Conv.	Yield	PE	1987	High	Low	Stock	Price	Yield	Div	Conv.	Yield	PE
1987	225	225	Shaw	30.1	1.1			1.1	29	1987	57	57	Shawyer Mfg. Co.	57	1.1			1.1	29
1987	225	225	Shawill (B.C.) Ltd.	11.0	1.1			1.1	20	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp.	26.0	1.1			1.1	21	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. B	51	1.1			1.1	22	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. C	26.0	1.1			1.1	23	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. D	26.0	1.1			1.1	24	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. E	26.0	1.1			1.1	25	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. F	26.0	1.1			1.1	26	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. G	26.0	1.1			1.1	27	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. H	26.0	1.1			1.1	28	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. I	26.0	1.1			1.1	29	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. J	26.0	1.1			1.1	30	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. K	26.0	1.1			1.1	31	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. L	26.0	1.1			1.1	32	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. M	26.0	1.1			1.1	33	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. N	26.0	1.1			1.1	34	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. O	26.0	1.1			1.1	35	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. P	26.0	1.1			1.1	36	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. Q	26.0	1.1			1.1	37	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. R	26.0	1.1			1.1	38	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. S	26.0	1.1			1.1	39	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. T	26.0	1.1			1.1	40	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. U	26.0	1.1			1.1	41	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. V	26.0	1.1			1.1	42	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. W	26.0	1.1			1.1	43	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. X	26.0	1.1			1.1	44	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. Y	26.0	1.1			1.1	45	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. Z	26.0	1.1			1.1	46	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. AA	26.0	1.1			1.1	47	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. BB	26.0	1.1			1.1	48	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. CC	26.0	1.1			1.1	49	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. DD	26.0	1.1			1.1	50	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. EE	26.0	1.1			1.1	51	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. FF	26.0	1.1			1.1	52	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. GG	26.0	1.1			1.1	53	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. HH	26.0	1.1			1.1	54	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. II	26.0	1.1			1.1	55	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. JJ	26.0	1.1			1.1	56	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. KK	26.0	1.1			1.1	57	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. LL	26.0	1.1			1.1	58	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. MM	26.0	1.1			1.1	59	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. NN	26.0	1.1			1.1	60	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. OO	26.0	1.1			1.1	61	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. PP	26.0	1.1			1.1	62	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. QQ	26.0	1.1			1.1	63	1987	225	225	Shawyer Mfg. Co.	225	1.1			1.1	23
1987	225	225	Shawill Corp. RR	26.0	1.1			1.1	64	1987	225	225	Shawyer Mfg. Co.	225	1.1			1	

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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